



# ANNUAL PERFORMANCE PLAN 2022/2023



sport, arts & culture

Department:  
Sport, Arts and Culture  
**REPUBLIC OF SOUTH AFRICA**



WEAR MASK



SANITIZE  
HANDS  
REGULARLY



MAINTAIN  
SOCIAL  
DISTANCING  
1.5 metres



AVOID LARGE  
CROWDS



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## EXECUTIVE AUTHORITY'S STATEMENT

We are tabling this 2022 -2023 Annual Performance Plan after launching the International Decade of Indigenous Languages (2022-2032) which aims to ensure indigenous peoples' right to preserve, revitalize and promote their languages.

Mother tongue is the true vehicle of transmission, which is fundamental to our identities, an inseparable part of our personalities and must never be lost. It should be preserved at any cost as it carries the rich cultural fabric of our existence. It is not just merely a means of communication, but to a large extent it pervades our culture and life and is indicative of the refinement of us in many ways. The great language and literary scholar and author, Prof Ngugi wa Thiong'o makes the following observation:

"If you look at language, culture, [then] language is a carrier of a people's culture; culture is a carrier of a people's values; values are the basis of a people's self-definition - the basis of their consciousness."

In July of 1939, a journal titled: The South African Outlook: in a letter to the editor by WB Vilakazi responding to his friend HIE Dhlomo who was writing in English, WB Vilakazi says:

"My course primarily lies in Zulu poetry. And there I am definite. Zulu poetry is a contribution to Zulu literature. Secondly, I am convinced it is a mission, a self-imposed mission, to help build a vista of Bantu poetry. And Zulu poetry will therefore stand parallel to English, German or Italian poetry, all of which form the realm of what is called European poetry."

In the same letter he goes on to say:

"I have an unshaken belief in the possibilities of Bantu languages and their dramas, provided the Bantu writers themselves can learn to love their languages, and use them as vehicles for thought, feeling and will. After all, the belief, resulting in literature, is a demonstration of people's self where they cry: *Ego quad sum*. That is our pride in being black and we cannot change creation."

Prof Kwesi Prah also warns us; and I quote:

"No country can make progress on the basis of a borrowed language, understood only by a minority. Only ten per cent of African people can speak French, Portuguese or English fluently. These languages cannot be the only languages of African development."

Today there is a continued awareness that languages play a vital role in economic development, in building inclusive knowledge societies and in mobilizing the benefits of science and technology to sustainable development.

We must all appreciate the fact that language is instrumental towards achieving linguistic diversity and cultural emancipation of the African people. It restores their identity in a multicultural society in the local and global contexts as we build social cohesion and human solidarity.


Our constitutional mandate is to ensure that all languages including our mother tongues, are used in all public gatherings. They must become the language of governance and economic development.

The 2022-2023 Annual Performance Plan (APP) covers areas central to our mandate and reflects clear alignment to the government priorities as encapsulated in, the

National Development Plan, Medium-Term Strategic Framework, and National Annual Strategic Plan. The APP also shows alignment to the Department's Strategic Plan and sectoral policies, in the name of White Paper on Sport and Recreation as well as the Revised White Paper on Arts, Culture and Heritage.

The APP details the programmes and projects that we commit to undertake towards fulfilling our mandate. It clearly shows the outcomes that each output indicator under each Programme, contribute to. Our commitment to support the empowerment of women, youth, and people with disabilities, reflects our resolve to mainstream and institutionalise these focus areas so that related initiatives are adequately resourced and implemented.

It is our wish that the National Sport and Recreation Amendment Bill, 2020; the South African Institute for Drug-free Sport Amendment Bill, 2021; the South African Geographical Names Council Bill 2021, the Cultural and Creative Industries Masterplan and the Women and Sport Policy are finalised in the current financial year 2022-2023.



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



## DEPUTY MINISTER'S STATEMENT

The new normal brought about by the COVID-19 pandemic calls for a level of imagination and creativity that will allow us to serve our people's needs using innovative methods. As a Department, we need to master the balancing act of working effectively without exposing people to danger in these trying times.

DSAC fully participates in the Public Service Internship Programme, having appointed a new group of 30 interns with contracts ending in March 2023. While employers are encouraged to employ more unemployed youth, the reality is that COVID-19-related arrangements like working from home do not support the processes involved in coaching and/or preparing interns for formal employment.

The emergence of the COVID-19 pandemic also means that the Department will be heavily dependent on digitisation to function going forward. As more employees work remotely, more information and communication technology support and tools are being sourced and provided. The nature of our work as a Department is reliant on people coming together, travelling, and occupying common spaces, whether playing sport, interacting at arts and culture events, or engaging in heritage-related activities. Therefore, reaching these stakeholders is restricted in a lockdown environment.

The National Sport and Recreation Plan (NSRP) asserts that "no country can expect to achieve and sustain success at the elite level without a strong participation base in the community, because that is the beginning for every champion". The *Active Nation subprogramme* is responsible for promoting mass participation in sport by creating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs through its Outreach Programme. It also leads the development of talent in athletes by providing them

with opportunities to excel in school sport at a national level and by supporting them through the sports academies. In addressing the priority of rural development, the subprogramme will support a rural sport development programme under the guidance of the National House of Traditional Leaders, and initiatives to uplift sport in these areas will receive attention.

The *Social Cohesion and Nation Building subprogramme* is perhaps the cornerstone of all social development programmes, since it

- provides support to moral regeneration programmes,
- facilitates community conversations on issues affecting society,
- supports target groups' programmes,
- facilitates advocacy platforms for social cohesion advocates, and
- aids the promotion of national identity using the flag at national day celebrations, and major cultural and sporting events in schools.

This continues to be a critical area of the Department's work, as eradicating the divisions and injustices of the past, fostering unity and creating a shared sense of patriotism is crucial to our nation becoming stronger.

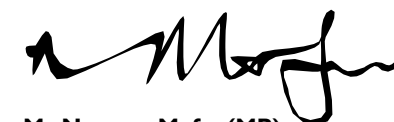
Our country continues to face alarming rates of gender-based violence and femicide (GBVF) despite the strides made by government and civil society to address this scourge. The country's most vulnerable members, our women and children, are the worst affected. GBVF has become so deeply entrenched across cultures in South Africa that it appears to be normalised. Any country's indicator of success and prosperity must include how it takes care of its vulnerable groups, and the need to ensure that GBVF is addressed therefore becomes critical. Its economic impact is too costly to be ignored.

The Department's programme on GBVF focuses on

strengthening initiatives on engaging boys and men in the promotion of women's empowerment and gender equality. Disruptor dialogues will be rolled out to take us all out of our comfort zones. Strengthening partnerships at all levels in both the government and private sector is very important if we as a country are to win this war. We will therefore strive to encourage all citizens from all corners and contributing spaces to bring back the face of humanity to our people through alignment and integration of all GBVF initiatives.

The aim of the initiatives is to intensify multi-sectoral partnerships and integration of projects with NPOs, the private sector and communities. Different sectors of society, including civil society, will participate in the implementation of these initiatives to improve the economic empowerment of women and the prevention of GBVF. Ultimately, there is a need to develop early detection mechanisms or early warning systems for GBVF.

The Department will continue to align with the government's 30% set-aside measures, as a way of giving women, young people and people with disabilities opportunities, and to stimulate economic development to benefit enterprises owned by people from the target groups.



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



## ACCOUNTING OFFICER'S STATEMENT

Despite the COVID-19 pandemic, what we have achieved during the past year has been considerable. The need to respond to the fluid nature of the pandemic in our delivery of services may not have been part of our original plans, but it showed our ability to respond to any situation as it unfolded. While some of the targets that were set had to be reviewed because of the budget reprioritisation and the fluidity of the delivery environment, the need to deliver differently also arose. This, while ensuring that service delivery was not compromised.

Although the economic situation is expected to improve as we enter 2022, the Presidential Employment Stimulus Package (PESP), which was developed in response to the severe economic impact of the coronavirus pandemic, came at the opportune time to provide support to our sector. It helped in sustaining livelihoods, creating jobs and protecting existing jobs in our sector that was hit hard by the pandemic.

The effect of post COVID-19 has changed the way we live, it has agitated for solutions and created a certain urgency around making sure our interface is visible in any shape or form, and has compelled us to come up with innovative ways to assist the sector to adapt and create appealing content for all ages – content that has benefits to all and enhances business continuity.

As we move forward in our planning for the 2022/2023 financial year, we commit to focusing on the following, among others:

- opportunities that will drive the transformation agenda and new business models for the Sector,
- the identification and development of the historically marginalised and under-resourced provinces that do not

have theatre facilities,

- supporting the professional sport system by finding new and innovative solutions to mitigate the negative effect of COVID-19 in the field of sport, ensuring that talent is encouraged to emerge from all communities in an equitable manner, and is nurtured and supported,
- seeking new ways of forming strategic collaboration by mobilising the resources, knowledge, creativity and concern of all role-players to increase social cohesion on a partnership basis.
- promotion of the national symbols, and pride in and appreciation of our shared heritage sites. One key project here is the construction of the Monumental Flag, which forms part of the Social Cohesion and Nation Building programme of action.
- Building on the current work of the development of the Cultural and Creative Industries Masterplan and the implementation of the revised White Paper on Arts, Culture and Heritage by putting forward bold plans to channel investment in the areas of innovation, enhancing business skills and creation of access to new markets.
- Ensuring that the country is on track in its preparation for the Netball World Cup that will be staged in Cape Town in 2023 and the Table Tennis World Championships to be hosted in Durban, also in 2023.

As challenging as the 2021/22 financial year was, it also offered glimpses of inspiration on how Team DSAC came together to deliver services that would otherwise not have been delivered if the restrictive nature of COVID-19 had been seen as insurmountable. The Team proved that they are resilient and can act responsibly, despite being away from the office most of the time, working from their homes.

While the work is far from over, we have undertaken a robust vaccination programme across the provinces, as our contribution to a safer South Africa, whose citizens can go back to being fully active, showcasing their creativity, winning at all levels of participation, and being socially cohesive.

We are hopeful that hard-hit as we were by the COVID-19 pandemic, activities in our Sector will gradually pick up, and our people will go back to enjoying their favourite sport in stadiums and socialising in various places of entertainment, and our athletes and practitioners can demonstrate their expertise.



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





## OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Sport, Arts and Culture under the guidance of Minister Nkosinathi Mthethwa.
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Sport, Arts and Culture is responsible.
- Accurately reflects the impact, outcomes, and outputs, which the Department of Sport, Arts and Culture will endeavour to achieve over the period 2022



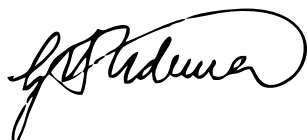
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Deputy Director-General  
Programme One: Administration



**Ms Sumayya Khan**  
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Programme Two: Recreation Development and Sport  
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**Mr Vusithemba Ndima**  
Deputy Director-General  
Programme Four: Heritage Promotion and Preservation



**Mr Israel Mokgwamme**  
Chief Financial Officer




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



**Mr Vusumuzi Mkhize**  
Accounting Officer



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



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

## THE CONSTITUTION, NATIONAL SYMBOLS AND ORDERS

Our Constitution is a body of fundamental principles or established precedents according to which South Africa is governed. A country's symbols – flag, anthem, coat of arms and natural symbols – tell its story and play a crucial role in building pride and a sense of belonging. South Africa's national symbols are rich in heritage and tell the stories of the country's abundant natural and cultural diversity. The Department of Sport, Arts and Culture is the custodian of all national symbols and is tasked with educating all South Africans about their meaning and history, especially during the annual National Heritage Month, held during September. National orders are the highest awards that the country, through its President, can bestow on its citizens or eminent foreigners. They are usually presented on Freedom Day, 27 April.

### 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.

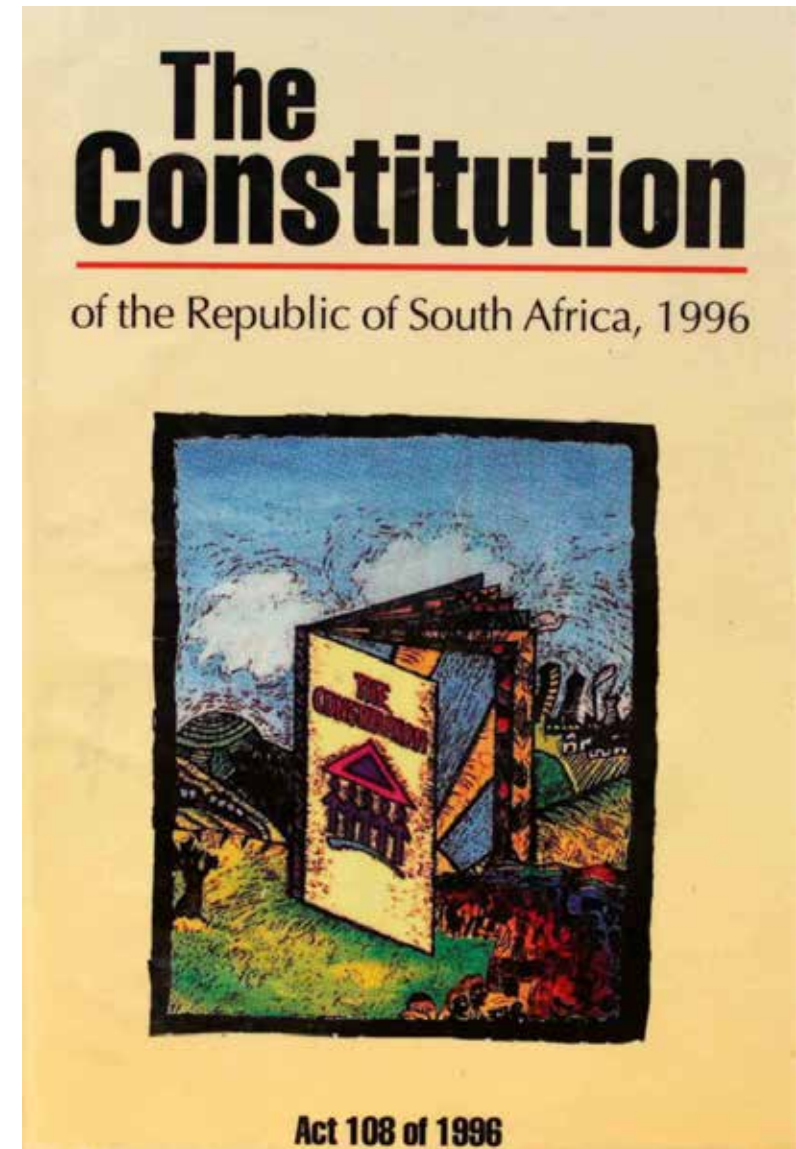
Morena boloka setjhaba sa heso.

God seën Suid-Afrika.

God bless South Africa.

Mudzimu fhatutshedza Afurika.

Hosi katekisa Afrika.





## NATIONAL COAT OF ARMS



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

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

Below the bird is the protea, an indigenous flower of South Africa, which represents beauty, the aesthetic harmony of all its

cultures, and South Africa flowering as a nation. The ears of wheat are emblems of the fertility of the land. The elephant tusks symbolise wisdom, steadfastness and strength.

At the centre stands a shield, which signifies the protection of South Africans from one generation to the next. Above it is a spear and a knobkierie. Together, they assert the defence of peace rather than a posture of war. This shield of peace, which also brings to mind an African drum, conveys the message of a people imbued with a love of culture. Contained within the shield are some of the earliest representations of humanity in the world. Those depicted were the very first inhabitants of the land, namely the Khoisan people. These figures are derived from images on the Linton Stone, a world-famous example of South African rock art.

The motto - !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,  
(Ring out from our blue heavens)

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

Oor ons ewige gebergtes,  
(Over our everlasting mountains)

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

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



## AFRICAN UNION ANTHEM



Let us all unite and celebrate together  
 The victories won for our liberation  
 Let us dedicate ourselves to rise together  
 To defend our liberty and unity

O Sons and Daughters of Africa  
 Flesh of the Sun and Flesh of the Sky  
 Let us make Africa the Tree of Life

Let us all unite and sing together  
 To uphold the bonds that frame our destiny  
 Let us dedicate ourselves to fight together  
 For lasting peace and justice on earth

O Sons and Daughters of Africa  
 Flesh of the Sun and Flesh of the Sky

Let us make Africa the Tree of Life

Let us all unite and toil together  
 To give the best we have to Africa  
 The cradle of mankind and fount of culture  
 Our pride and hope at break of dawn.

O Sons and Daughters of Africa  
 Flesh of the Sun and Flesh of the Sky  
 Let us make Africa the Tree of Life.

## NATIONAL ORDERS



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



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

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



The **Order of the Companions of OR 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, cooperation and active expression of solidarity and support.



## NATIONAL ORDERS



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



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



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

## NATIONAL SYMBOLS



The **National Flag** of the Republic of South Africa was taken into use on 27 April 1994. The unique central design of the flag, which begins as a “V” at the flag-post and comes together in the centre of the flag, extending further as a single horizontal band to the outer edge of the flag, 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 south western and southern areas of the Western Cape, from the Cedarberg to just east of Makhanda. The artichoke-like appearance of the flower heads of the king protea leads to the specific name ‘cynaroides’, which means ‘like cynara’ (the artichoke). Several 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 (*Anthopoides 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 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 the blackfish or black bream.





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## LIST OF ACRONYMS AND ABBREVIATIONS

<b>4IR</b>	Fourth Industrial Revolution	<b>DPME</b>	Department of Planning, Monitoring and Evaluation
<b>ACH</b>	Arts, Culture and Heritage	<b>DPASA</b>	Department of Public Service and Administration
<b>ACPD</b>	Arts and Culture Promotion and Development	<b>DPWI</b>	Department of Public Works and Infrastructure
<b>AENE</b>	Adjusted Estimates of National Expenditure	<b>DSAC</b>	Department of Sport, Arts and Culture
<b>AGSA</b>	Auditor-General of South Africa	<b>DTIC</b>	Department of Trade, Industry and Competition
<b>APP</b>	Annual Performance Plan	<b>EMT</b>	Executive Management Team
<b>AToM</b>	Access to Memory	<b>ENE</b>	Estimates of National Expenditure
<b>AU</b>	African Union	<b>EPG</b>	Eminent Persons Group (on Transformation)
<b>AUSC</b>	African Union Sports Council	<b>ERRP</b>	Economic Recovery and Reconstruction Plan
<b>BASA</b>	Business and Arts South Africa	<b>GBV</b>	Gender-Based Violence
<b>BCM</b>	Business Continuity Management	<b>GBVF</b>	Gender-Based Violence and Femicide
<b>BPF</b>	Budget Prioritisation Framework	<b>HEADCOM</b>	Heads of Departments Committee
<b>BRICS</b>	Brazil, Russia, India, China and South Africa	<b>HIV &amp; AIDS</b>	Human Immuno deficiency Virus & Acquired Immune Deficiency Syndrome
<b>BSA</b>	Boxing South Africa	<b>HLT</b>	Human Language Technologies
<b>CAC</b>	Community Arts Centre	<b>HR</b>	Human Resources
<b>CATHSSETA</b>	Culture, Arts, Tourism, Hospitality, Sport, Sector, Education and Training Authority	<b>ICT</b>	Information and Communication Technology
<b>CCIs</b>	Cultural and Creative Industries	<b>IMC</b>	Inter-Ministerial Committee
<b>CEO</b>	Chief Executive Officer	<b>IoDSA</b>	Institute of Directors South Africa
<b>CFO</b>	Chief Financial Officer	<b>IR</b>	International Relations
<b>CoE</b>	Compensation of Employees	<b>IT</b>	Information Technology
<b>CoGTA</b>	Department of Cooperative Governance and Traditional Affairs	<b>IYM</b>	In-Year Monitoring
<b>DBE</b>	Department of Basic Education	<b>M&amp;E</b>	Monitoring and Evaluation
<b>DDG</b>	Deputy Director-General	<b>MGE</b>	Mzansi Golden Economy
<b>DG</b>	Director-General	<b>MIG</b>	Municipal Infrastructure Grant
<b>DIRCO</b>	Department of International Relations and Cooperation	<b>MinMEC</b>	Ministers and Members of the Executive Council
<b>DORA</b>	Division of Revenue Act	<b>MoA</b>	Memorandum of Agreement
		<b>MoU</b>	Memorandum of Understanding



<b>MRM</b>	Moral Regeneration Movement	<b>SACO</b>	South African Cultural Observatory
<b>MTEF</b>	Medium-Term Expenditure Framework	<b>SAHRA</b>	South African Heritage Resources Agency
<b>MTSF</b>	Medium-Term Strategic Framework	<b>SAIDS</b>	South African Institute for Drug-Free Sport
<b>NARSSA</b>	National Archives and Records Service of South Africa	<b>SAPS</b>	South African Police Service
<b>NDP</b>	National Development Plan	<b>SARS</b>	South African Revenue Service
<b>NEP</b>	National Evaluation Policy	<b>SASCOC</b>	South African Sports Confederation and Olympic Committee
<b>NF</b>	National Federation	<b>SASSA</b>	South African Social Security Agency
<b>NGO</b>	Non-Governmental Organisation	<b>SCM</b>	Supply Chain Management
<b>NHC</b>	National Heritage Council	<b>SDGs</b>	Sustainable Development Goals
<b>NPC</b>	National Planning Commission	<b>SDIP</b>	Service Delivery Improvement Plan
<b>NPO</b>	Non-Profit Organisation	<b>SEDA</b>	Small Enterprise Development Agency
<b>NRD</b>	National Recreation Day	<b>SEIAS</b>	Socio-Economic Impact Assessment System
<b>NSRP</b>	National Sport and Recreation Plan	<b>SONA</b>	State of the Nation Address
<b>NT</b>	National Treasury	<b>SPCHD</b>	Social Protection, Community and Human Development
<b>NTPF</b>	National Technical Planning Forum	<b>SRSA</b>	Sport and Recreation South Africa
<b>NYC</b>	National Youth Camp	<b>SSCN</b>	Sport for Social Change Network
<b>PanSALB</b>	Pan South African Language Board	<b>TAFISA</b>	The Association for International Sport for All
<b>PESP</b>	Presidential Employment Stimulus Programme	<b>TRC</b>	Truth and Reconciliation Commission
<b>PMU</b>	Project Management Unit	<b>UN</b>	United Nations
<b>PPEM</b>	People-To-People Exchange Mechanism	<b>UOLA</b>	Use of Official Languages Act, 2012
<b>RLHR</b>	Resistance and Liberation Heritage Route	<b>USSA</b>	University Sport South Africa
<b>SA</b>	South Africa/South African	<b>WADA</b>	World Anti-Doping Agency
<b>SAC</b>	Sport, Arts and Culture	<b>WHO</b>	World Health Organisation

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# PART A:

# OUR MANDATE





## I. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

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

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

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

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

‘32. **Access to information** – (1) Everyone has the right of access to–

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

The functionality of the Department is also premised on the constitutional right to social security in section 27. In line with the constitutional imperatives on the democratic values of human dignity, equality and freedom, the Department has also been assigned the powers and functions to develop and implement national policies and programmes regarding sport and recreation in the country.

The Department is mandated to provide leadership to the sport, arts and culture sector to accelerate its transformation; oversee the development and management of sport, arts and culture in South Africa; legislate on sports participation, sports infrastructure and safety; improve South Africa’s international ranking in selected sports through a partnership with the South African Sports Confederation and Olympic Committee (SASCOC); preserve, develop, protect and promote the cultural, heritage, linguistic diversity and legacy of South Africa; lead nation building and social cohesion through social transformation; make use of sport, arts and cultural activities as vehicles to promote social interaction and social integration; enhance archives and records management structures and systems; and promote access to information. DSAC is bound by all legislation passed in South Africa; however, the following Acts, Bills and regulations constitute the most frequent

dimensions of the legal framework within which DSAC functions.

The mandate of the Department is not affected by either the restrictions brought about by the COVID-19 pandemic or the related budget adjustments. The effect of COVID-19 impacts predominately on the delivery methodology, such that the current methodology makes it impractical to undertake certain programmes at the scale that was initially planned.

### I.1 ACTS

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

- a. Cultural Institutions Act, 1998 (Act No. 119 of 1998)
- b. Culture Promotion Act, 1983 (Act No. 35 of 1983)
- c. Heraldry Act (Act No. 18 of 1962)
- d. Legal Deposit Act, 1997 (Act No. 54 of 1997)
- e. National Archives and Record Service of South Africa Act, 1996 (Act No. 43 of 1996)
- f. National Arts Council Act, 1997 (Act No. 56 of 1997)
- g. National Council for Library and Information Services Act, 2001 (Act No. 6 of 2001)
- h. National Film and Video Foundation Act, 1997 (Act No. 73 of 1997)
- i. National Heritage Council Act, 1999 (Act No. 11 of 1999)
- j. National Heritage Resources Act, 1999 (Act No. 25 of 1999)
- k. National Library of South Africa Act, 1998 (Act No. 92 of 1998)
- l. National Sport and Recreation Act, 1998 (Act No. 110 of 1998)
- m. Pan South African Language Board Act, 1995 (Act No. 59 of 1995)
- n. Safety at Sports and Recreational Events Act, 2010 (Act No. 2 of 2010)
- o. South African Boxing Act, 2001 (Act No. 11 of 2001)
- p. South African Geographical Names Council Act, 1998 (Act No. 118 of 1998)
- q. South African Institute for Drug-free Sport Act, 1997 (Act No. 14 of 1997)
- r. South African Language Practitioners’ Council Act, 2014 (Act No. 8 of 2014)
- s. South African Library for the Blind Act, 1998 (Act No. 91 of 1998)
- t. Use of Official Languages Act, 2012 (Act No.12 of 2012)



## I.2 BILLS

- a. National Sport and Recreation Amendment Bill, 2021
- b. South African Institute for Drug-free Sport Amendment Bill, 2021
- c. South African Geographical Names Council Bill 2021

## I.3 REGULATIONS

These regulations will be reviewed after the National Sport and Recreation Act, 1998, has been amended–

- a. Bidding and Hosting of International Sport and Recreational Events Regulations, 2010
- b. Recognition of Sport and Recreation Bodies Regulations, 2011
- c. Funding of Sport or Recreational Bodies Regulations, 2015
- d. Safety at Sport and Recreational Events Regulations, 2015.

## I.4 OTHER PRESCRIPTS GOVERNING THE DEPARTMENT

### I.4.1 Sector specific

- a. Revised White Paper on Arts, Culture and Heritage (2017, endorsed in 2020)
- b. White Paper on Sport and Recreation for the Republic of South Africa (2011).

### I.4.2 Generic

- a. Copyright Act, 1978 (Act No. 98 of 1978)
- b. Cybercrimes Act, 2020 (Act No. 19 of 2020)
- c. Electronic Communications and Transactions Act, 2000 (Act No. 25 of 2002)
- d. Framework for Infrastructure Delivery and Procurement Management (FIDPM) (2019)
- e. Framework for Managing Programme Performance (2007)
- f. Government Immovable Asset Management Act, 2007 (Act No. 19 of 2007)
- g. Government-Wide Monitoring and Evaluation System (GWM&E) (2007)
- h. Legislation pertaining to provincial library services (including previous provincial ordinances) and related legislation
- i. Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)
- j. Minimum Information Security Standards (MISS) (1998)
- k. Municipal Systems Act, 2002 (Act No. 32 of 2002)

- l. National Development Plan - Vision 2030 (2012)
- m. National Environmental Management Act, 1998 (Act No. 107 of 1998) (NEMA)
- n. National Evaluation Policy (2012)
- o. National Youth Development Agency Act, 2008 (Act No. 54 of 2008)
- p. National Youth Policy (2020-2030)
- q. Promotion of Access to Information Act, 2000 (Act No. 2 of 2000) (PAIA)
- r. Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000) (PAJA)
- s. Protection of Personal Information Act, 2013 (Act No. 4 of 2013) (POPIA)
- t. Public Audit Act, 2004 (Act No. 25 of 2004)
- u. Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA)
- v. Revised Framework for Strategic Plans and Annual Performance Plans (2019)
- w. South African Schools Act, 1996 (Act No. 84 of 1996).

## I.5 INTERNATIONAL TREATIES

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

- a. 1966 International Covenant on Economic, Social and Cultural Rights
- b. 1954 Convention on the Protection of Cultural Property in the Event of Armed Conflict
- c. 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property
- d. 1972 Convention concerning the Protection of the World Cultural and Natural Heritage
- e. 2001 Convention for the Protection of the Underwater Cultural Heritage
- f. 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions
- g. 1995 UNIDROIT Convention on Stolen or Illegally Exported Cultural Objects
- h. UNESCO Convention on anti-doping in sport
- i. Charter for African Cultural Renaissance.
- j. African Charter on Human and People's Rights
- k. African Union Sports Council Region 5 Cooperative Governance Charter
- l. African Youth Charter (as ratified in 2009).

*The 2003 Convention on Intangible Cultural Heritage, as well as the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired, or Otherwise Print Disabled, once ratified will also have binding obligations.*

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

The Portfolio Committee on Sport, Arts and Culture endorsed the Department's 2017 Revised White Paper on Arts, Culture and Heritage on 19 February 2020. Further, the Department has since completed a feasibility study on the amalgamation of its various entities to identify options to strengthen service delivery capacity and to ensure efficiency, effective and prudent utilisation of financial resources. Consequently, the Department will now identify and prioritise legislation to be repealed, amended or drafted anew. This will be in line with the approved legislative programme to be submitted each calendar year to the Leader of Government Business in the Presidency. In addition to other administrative measures meant to augment the Department's service delivery initiatives, we will continue to monitor areas in the sector that require new policy interventions either through research and development or through policy formulation. The following policies and framework documents are in the process of being reviewed.

**Athletes Support Policy:** the formulation of the Athletes Support Policy was informed by Strategic Objective 5 of the National Sport and Recreation Plan (NSRP) which is "To improve the performance of athletes and coaches by providing them with access to a comprehensive range of support programmes". Sport development and excellence in high-performance sport require an evidence-based, holistic and coordinated sports science and medical support system. The services to be rendered as part of the Athlete Support programme include sports science, sports medicine, sports psychology, nutrition, sports technology and related services such as game analysis. The policy also seeks to provide direction on the provision of structured scientific support services to meet the needs of athletes and federations, as well as to outline policy guidelines for all role players participating in the Athlete Support programme coordinated by the Department. The valuable lessons learnt since the policy came into effect in 2016 will add value in the review process.

**South African Sports Academies Strategic Framework and Policy Guidelines:** the formulation of the South African Sports Academies Strategic Framework and Policy Guidelines was informed by Strategic Objective 15 of the NSRP which is "To support the development of South African sport through a coordinated academy system". In terms of the NSRP, SASCOC is charged with the responsibility of developing norms, standards and protocols that will provide guidance for the academies at different levels in the country (including private academies). The Department and provincial departments are charged with the responsibility of providing support and an enabling environment for the development and implementation of the Academies System. A review of the South African Sports Academies Strategic Framework and Policy Guidelines will take these factors into consideration to ensure alignment with the Sport Development Continuum. The South African Sports Academies Strategic Framework and Policy Guidelines has been implemented since 2013 and numerous lessons have been learned to facilitate the review process. Consultation processes with the relevant stakeholders are already in progress and will continue in 2022/23.

**The Prioritisation of Sport and Recreation Bodies Policy:** the purpose of this policy is to enable the country to focus its efforts and resources on identifying sport codes which are a priority for South Africa. The prioritisation of Sport and Recreation Bodies is guided by the National Sport and Recreation Act, 1998. Section 4 of the Act gives the Minister of Sport and Recreation powers and responsibility of determining sport and recreation policy. Section 4(3) further affirms that the policy as determined by the Minister binds all sport and recreation bodies. Further, the White Paper on Sport and Recreation (2011) sets out the policy directives in terms of the prioritisation of codes and emphasises the two broad focus areas, i.e. (1) prioritisation in terms of participation opportunities; and (2) prioritisation in terms of international success. The NSRP further assigns responsibility to (1) leading the process of refining the criteria for prioritisation; (2) defining the categories of support; (3) developing a tool to assess identified criteria; (4) verifying information provided by federations; and (5) classifying federations and concomitant support. The Policy was drafted and circulated to National Federations for comments and inputs and will be completed in the first quarter of 2022/23.

**The Women and Sport Policy:** the process of finalising this policy has gained momentum with consultations being completed at the provincial level and with sector departments. The next stage of consultation will target the Gender Commission of SASCOC, Sports Federations and sport media. Phase 1 of the Socio-Economic Impact Assessment System (SEIAS) was completed and approved by the DPME's SEIAS Unit. Phase 2 of the SEIAS can only be completed once the policy has been finalised.

The Department has commissioned a baseline study for inclusion in the Women and Sport Policy. The questionnaire is designed to gather information about issues of gender equality relating to sports participation and leadership. The draft policy will be tabled before identified internal and external structures such as HEADCOM, MinMEC, Cabinet Cluster Committees (i.e. Technical Working Group of the Social Protection Community and Human Development Cluster) and possibly other Cluster committees as may be required. The policy is being developed to redress inequities for women in sport in South Africa and is anticipated to be finalised in the third quarter of 2022/23.

**Infrastructure Management Policy:** a new policy has been developed to guide processes of approval and allocation of capital budget to DSAC and non-DSAC entities for the purpose of implementation of infrastructure projects necessary to ensure provision of required level of services for the promotion, preservation and development of heritage, arts, and culture. It also covers the process the Department follows to make ring-fenced Municipal Infrastructure Grant (MIG) allocations to municipalities for the purpose of sport infrastructure development.



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

**Act:** as part of our national efforts to professionalise language practice in South Africa and strengthen democracy, the South African Language Practitioners' Council Act, 2014, was promulgated. Establishment of the South African Language Practitioners' Council (SALPC) was supposed to have been implemented within two years of the promulgation of the Act. However, comprehensive implementation could not take place because of financial constraints. Nevertheless, DSAC has realised that the establishment of the SALPC cannot be delayed any further and, as a result, processes that commenced in 2021/2022 will continue during 2022/23 to identify aspects of the South African Language Practitioners' Council Act that can be actioned. In addition, research is being commissioned to map the size and economic contribution of the language sector in the country.

### **National Strategy for the development and promotion of a South African literary culture:**

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

### **Visual Arts Strategy:**

a review of the Visual Arts strategy of 2011 is meant to present an accurate picture of the current position of the visual arts in South Africa; identify opportunities for growing the artistic, social and economic contribution of the visual arts in the society; and assist in developing a sector-wide intervention plan for the promotion of visual arts in recognition of the need to have a uniform approach in promoting the sector. It is well established that the visual arts has the potential to contribute to education, public health and urban development. The capacity of the work of artists to challenge our familiar and established patterns of perception and attitude, and to invoke both wonder and critical reflection is fundamental to understanding the importance of the visual arts in a society composed of multiple identities, realities and ways of being in the world.

### **Theatre & Dance Policy:**

DSAC is mandated by the White Paper Recommendations to develop cultural and creative sector policies that will provide a regulatory framework for the development and promotion of Theatre and Dance Sector. The core primary of this process is to set a vision and

practical policies, strategies, implementation mechanisms and time frameworks that would result in a sustainable and vibrant theatre and dance sector in all provinces, with South African Theatre and Dance makers representing the county and pride across the African borders and beyond. This will affirm the dignity and rights of those who seek to make livelihoods within the theatre and dance sector, ensuring that they are protected and cared for in ways afforded to other workers in other sectors of our economy. This policy will assist those who have authority within and over the theatre and dance sector to understand and appreciate its unique dynamics, conditions and circumstance relative to other art disciplines, in order that appropriate policies and strategies be devised for the sector. It will assist to uphold the democratic rights of artists and co-workers to organize themselves independently and to participate in the formulation, implementation, monitoring and evaluation of policies and strategies that directly affect them. This policy will contribute towards a mutually-respectful relationship between civil society organizations and key stakeholders within the theatre and dance sector and different tiers of government (national, provincial and local) to ensure cooperation and mutual understanding.

### **Events Technical and Production services industry B-BBEE Sector Code:**

The development of the Events Technical and Production services industry B-BBEE Sector Code is intended to provide a mechanism which will function as an instrument which to ensure effective Transformation in the sector. This intervention was informed by numerous studies that were commissioned by the Department in the sector which yielded findings pointing acutely to the lack of Transformation, access to economic opportunities was dominated by a few stakeholders, previously disadvantaged members of the sector were marginalised and the Generic B-BBEE Code was not effective to address these imbalances and it was challenged by stakeholder fronting an established monitoring mechanism. With the development of the B-BBEE Sector Code, the Events Technical and Production Services sector will be empowered with a policy framework that will focus specifically on the sector and will lead to the establishment of a B-BBEE Sector Code Council which will become the implementing, monitoring and a body to police the activities of the sector in terms of compliance as well as to measure the Sector Code effectiveness.

### **ACPD Transfers and Funding Policy:**

a review of this Policy is meant to develop a standardised policy framework for the Department in line with the Transfer and Subsidy Policy. The Funding Policy was originally developed to provide a framework for the administration, management and disbursement of all voted funds received from Treasury for arts and culture promotion and development (ACPD). The Policy provides the basis for the Department to disburse funds in line with the grants disbursement schedule in terms of criteria in the Department's Transfer and Subsidy Policy.

Currently the Policy is focused on the two ACPD Chief Directorates of the Department that are responsible for the development and promotion of arts, culture and language. However, there is a process underway to incorporate heritage and sport into the existing policy for integration purposes.

**Craft Strategy:** the diverse and unique nature of the craft sector requires targeted markets nationally and internationally. Building on the craft strategy reviews and development work that took place in 2014 and 2018 respectively, the Craft Unit will in 2022-23 seek Cabinet approval for a DSAC National Craft Development Plan. The plan seeks to implement the recommendations that emanate from these strategy reviews, the revised White Paper and the Cultural and Creative Industries Master Plan. The strategy flows from the foundations of the Cultural Industries Growth Strategy (CIGS) and incorporates common threads of–

- access to information;
- access to raw materials;
- access to finance and funding;
- access to relevant human capacity development opportunities at all levels;
- access to sustainable and viable local and international markets;
- using technology to fast-track sector development; and
- building institutional capacity for development and implementation.

The DSAC Craft Development Unit will build on this previous work and the accompanying common threads outlined above to develop the National Craft Development Plan, Strategy and Programme. This will be done in collaboration with the broader sector; the Craft Advisory Team established during the 2018 Craft Strategy Dialogue; and the Department of Small Business Development in particular. The goal is to have the strategy approved by the Director-General and then ratified by Cabinet for implementation from 2022 onwards.

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

- Creating equitable, sustainable wealth and income;
- Creating quality jobs;
- Supporting a quick post-COVID-19 recovery;
- Growing a sustainable and inclusive creative economy;
- Ensuring the creative industries effectively contribute to transformation (employment and ownership) and job creation; and

- Building on the potential of the creative economy to contribute to innovation in the shift to digitisation in the 4IR.

**International Relations Strategy:** the strategy will be updated in 2022/23, integrating arts and culture into the existing International Relations Strategy for Sport. The strategy will guide the work undertaken by the International Relations Unit in line with South Africa's foreign policy objectives and will focus on areas that are of benefit to the sector.

**Repatriation and restitution of human remains and heritage objects policy:** the policy will guide transformation and redress in the heritage sector of the country as a national policy on the repatriation and restitution of human remains and heritage objects. This policy was approved by Cabinet on 16 March 2021 and implementation started in 2021/2022 and will continue in the 2022/23 financial year onwards. During 2022/2023, the DSAC will start prioritising repatriation cases after the establishment of the Repatriation and Restitution Office (RRO) and approval of the criteria. The actual repatriation and restitution of human remains and heritage objects will be carried out over a 10-year period. This policy will be reviewed as and when necessary based on lessons learnt during implementation.

**National Policy Framework on the Digitisation of Heritage Resources:** the Department developed this Policy Framework in 2011. The Policy is about protecting, promoting, and preserving South African heritage using technology. The technological advances that have revolutionised the world have directly and indirectly impacted on the protection and preservation of heritage. In recent years, several South African collections preserved in public and private have been digitised and continue to be digitised; however, during the process, issues have arisen, namely copyright, ownership and access, among others. The policy will be implemented from the 2022/23 financial year once it is approved by Cabinet in March 2022.

**National Heritage Legacy Projects policy:** This policy, guiding the implementation of national heritage legacy projects will be completed during 2022/2023.

## INSTITUTIONAL POLICIES UNDER DEVELOPMENT

DSAC will focus on consolidating institutional policies in 2022/23 to ensure that they adequately enhance the work environment of employees. The policies cover a wide area and include employee wellness; financial management; conditions of service; good governance; supply chain management; audit; monitoring and evaluation; HR utilisation and development; telecommunication; IT and data management, among others.



### 3. UPDATES ON RELEVANT COURT RULINGS

The Department only has one court ruling that has a significant and ongoing impact on its operations or service delivery obligations.

Case	Ruling	Implications
The National Department of Arts and Culture (DAC) and The South African Roadies Association (SARA)  Case number: 63756/17	3-year obligation for the funding of SARA's Operational & Programming costs.  The current ruling on the SARA matter is that of the Public Protector of South (PPSA) Africa dated June 2017. In this ruling, the PPSA outlined several remedial actions to be implemented by the Department. These were further made into an order of court by the High Court of South Africa on 22 August 2018, which instructed the Department to implement the Settlement Agreement of April 2014 between the Department and SARA which obligated the Department to fund SARA's proposals for renovations, operational and programming costs.	Creates limitations to programme planning & available budget.  Creates legal precedence risk.

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## PART B:

# OUR STRATEGIC FOCUS





## I. STRATEGIC FOCUS

DSAC intends to develop and transform sport, arts and culture at all levels and harness their socio-economic contribution to creating a better life for all. Our focus is to lead the aspirations of a **transformed, active, creative and winning nation**, whose pride in being South African is inspired by the excellence of the country’s athletes and artists. Moreover, our task is to lead efforts towards a socially integrated society, with a shared and inclusive economy, bound together by a common set of values and national symbols, and a 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 outcomes DSAC hopes to achieve are directly linked to 6 of the 7 government priorities as illustrated in Table I below.

**Table I: DSAC outcomes linked to government priorities**

Government priority supported by DSAC	DSAC outcome
Priority 1: A capable, ethical and developmental state	Compliant and responsive governance
Priority 2: Economic transformation and job creation Priority 7: A better Africa and world	Increased market share of and job opportunities created in sport, cultural and creative industries (CCIs)
Priority 3: Education, skills and health	A transformed, capable and professional sport, arts and culture (SAC) sector.
Priority 5: Spatial integration, human settlements and local government	Integrated and accessible SAC infrastructure and information
Priority 6: Social cohesion and safe communities	A diverse, socially cohesive society with a common national identity

The mandate of the Department and related resources are aligned to priorities that impact on the core work of DSAC. Therefore, the Department has listed six priorities that are directly linked to its outcomes. The exclusion of priority 4, “Consolidating social wage through reliable and quality basic services”, does not imply that the Department will not contribute to the realisation of this priority. It only means that although it is not part of the core work of DSAC, the Department will still support it to the extent that it links to the departmental mandate. It is acknowledged, as highlighted elsewhere in this Plan, that the mandate of the SAC sector lends itself to contributing to the eradication of gender-based violence and drug and substance abuse. Activities within the sector provide a fertile ground for the distribution of messages about societal ills. The Department supports SAIDS, a public entity responsible for anti-doping in sport.

While priority 7, “A better Africa and world”, is listed as one of those priorities directly supported by DSAC, the approach to supporting this priority with an outcome was taken from the point of view of the NDP. The NDP’s five-year implementation plan looks at increasing investment opportunities for foreign direct investment in the South African economy. This economic aspiration is already covered in DSAC’s outcome I, i.e. “Increased market share of and job opportunities created in sport, cultural and creative industries (CCIs)”, and therefore it is not repeated or duplicated with a new outcome. In accordance with the DSAC International Relations Strategy, the Department invests in improving continental and international diplomacy.





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

**Table II: Departmental Focus Areas**

FOCUS AREA	OUTPUTS
1. Create job opportunities and support entrepreneurs	Creative industry supported; films and documentaries; flagship projects and cultural and sport events supported; Emerging Creatives Programme; visual artists supported through Art Bank acquisitions
2. Increase market share of sport, cultural and creative industries	Development platforms nationally and internationally to expand market access; international engagements; market access programmes; touring ventures
3. Accelerate social cohesion	Participation in sport and recreation promoted by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs; access to cultural facilities/community arts centres and participation in arts, culture and heritage programmes promoted; moral regeneration programme supported by government; community conversations/dialogue programme implemented; target groups' projects supported; advocacy platforms on social cohesion implemented by social cohesion advocates; a social compact for social cohesion and nation building; gender-based violence and femicide (GBVF) programmes; artists placed in schools; National Young Patriots Programme; reports produced by SACO; transformed and standardised geographical names
4. Establish a common national identity	National identity promoted through national symbols and the "I am the Flag Campaign"; national days hosted; transformed and standardised geographical names
5. Promote indigenous African languages	Official languages promoted and developed; qualified language practitioners; capacity building
6. Implement the strategy on gender-based violence and femicide	Silapha Wellness programme; Golekane campaign; Baqhawafazi campaign
7. Capacitate and professionalise the sport, arts and culture sector	SAC awareness campaigns; high performance athletes supported to achieve success in international sport; athletes developed by sports academies; participation in sport and recreation promoted by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs; talented athletes developed; transformation in sport and recreation; heritage bursaries awarded; books documenting living human treasures published
8. Increase access to infrastructure and information	Participation in sport and recreation promoted by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs; national heritage legacy facilities developed; heritage legacy projects; Resistance and Liberation Heritage Route (RLHR) sites; records digitised; newly built and/or modular libraries supported financially
9. Engender compliant and responsive governance	Internship programme/uptake; services modernised; turnaround time for invoices paid; fully constituted councils/boards of public entities
10. Strengthen sport and cultural diplomacy	International engagements; multilateral engagements

The implementation of these focus areas will be supported through, among other things, the enhancement of the policy and legislative programme; research, monitoring and evaluation programmes; development and strengthening of partnerships; cross-cutting imperatives such as transformation; human resourcing; and professionalisation of our administration processes. When

achieved, the outputs relating to the above focus areas, contribute to the achievement of the medium-term strategic framework (MTSF) commitments. While the strategic plan lists various outputs relating to the departmental mandate, the planned outputs for 2022/23 appear in the performance information tables of each programme.



One of the gaps in the current planning system is the absence of a plan that identifies the priorities of government for the forthcoming year. A National Strategic Plan was proposed as a mechanism to contribute to improving the implementation of the MTSF and to support alignment to APPs and operational plans. In September 2021 the National Technical Planning Forum (NTPF) shared delivery priorities that they have developed for 2022/23. These areas will ensure that government continues to manage and mitigate the impact of the pandemic while also planning for recovery. The following four key focus areas were identified to provide a strategic focus to the priorities: (1) Manage the pandemic, (2) Drive economic recovery, (3) Employment support and relief, and (4) Enhance state capacity to deliver. Although at first glance it could appear that DSAC can contribute to all four priorities, very specific interventions have been identified by the NTPF. During 2022/23 DSAC will focus on supporting the creative industry through the Mzansi Golden Economy (MGE).

## 1.1 UPDATED SITUATIONAL ANALYSIS

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

### 1.1.1 EXTERNAL ENVIRONMENT ANALYSIS

#### 1.1.1.1 Adaptations to the risks posed by COVID-19

In March 2020, the World Health Organisation (WHO) declared the coronavirus disease 2019 (COVID-19) a pandemic. The 2020/21 APP tabled in March 2020 and the addendum tabled later that year, in response to the COVID-19 pandemic, acknowledged the negative impact of the pandemic on the operations of the Department. However, because of how the fluidity of COVID-19 influenced the operational environment, the extent of the potential impact at any given time was never fully known. To flatten the pandemic's infection curve trajectory in South Africa, relevant sections of the Disaster Management Act, 2002 (Act No. 57 of 2002), that deal with a national state of disaster had to be implemented in response to the pandemic. This came in the form of a lockdown that restricted movement and gatherings of people as social distancing was enforced. The enforcement of the aforesaid restrictions had a significant impact on most sectors, including

sport, arts and culture, in South Africa. Further, formal education systems, such as schools, were affected as they had to close as a preventative measure.

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

- An overwhelming number of the participants (82%) had a turnover of approximately R525 000,00 per annum. Very few, (12%) of those surveyed indicated that they could continue with 50% or more of their normal business activities, i.e. face-to-face operations. This was largely because more than two-thirds (69%) of the participants were involved in face-to-face activities which were not permitted. The businesses using mostly the face-to-face mode were also less likely to be able to conduct their business online, work from home, do other work or use the time to build up stock. They were also less likely to make use of their reserve funds and more likely to depend on the financial support of family, it was learned.
- A very small percentage (15%) of the employers and freelancers who completed the survey believed that they would see an increase in demand for their products and/or services because they were able to conduct their business online.
- A sizable number (40%) of the respondents had resorted to using their reserves to survive while 21% said they were relying on family and friends for support.
- At least a third (35%) said that they would make use of the shutdown time to move their businesses to online platforms while about (32%) said they would use this time to upskill themselves. The understanding of those wanting to move to online platforms is that the online environment would expose them to an even larger, newer and geographically diverse audience.
- The majority (79%) of the employers and freelancers claimed to know about the government support that was being offered at the time, however, only a quarter (25%) of them believed that they qualified for it largely because their businesses have remained informal.

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

Specific cultural and creative industry vulnerabilities because of COVID-19 were documented as follows in the SACO survey report (2020):

- 46% of people working in cultural occupations are in the informal sector.
- A much higher proportion of cultural workers are own account workers with no employees (34%), also called freelance, than non-cultural workers (10%).
- 95% of respondents reported that they had experienced cancellations or indefinite postponements of work that was scheduled to have taken place.
- Only about 11% of businesses and freelancers said that they could probably continue with 60% or more of their normal business activities, and 45% said that they could not continue at all.
- Creatives are using a variety of strategies to keep their business going – 44% are using up reserves or savings, 23% are relying on support from friends or family and 15% are applying for loans.
- Of those who are employers, 38% said that they were ending the employment of short-term contract or informal employees as a way of coping with the crisis.

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

The WHO recommended countries to actively combat the disease through critical preparedness, readiness and response actions. The WHO recommended social distancing and human-to-human contact was discouraged to control the transmission. Recommendations included measures to control local spread by raising public awareness, promotion of personal hygiene and postponement or cancellation of large-scale public gatherings. Sporting events are large-scale public events, whether or not spectators are present. Where sporting competitions resumed, the goal was to minimise the number of people congregated at one single place and time through closed competitions with

no spectators and minimising nonessential personnel present at the venue by cancelling press conferences and interviews or reducing the number of media personal in attendance.

To safeguard the health of athletes and others involved, most major sporting events at international, regional and national levels were cancelled or postponed. The Olympics and Paralympics, for the first time in the history of the modern games, were postponed and held in 2021.

The various Directives gazetted in terms of the regulations made under the Disaster Management Act, 2002, directed that–

- All professional players and support staff must, for the purpose of the resumption of sporting activities, be admitted to a biologically safe environment or alternatively be subjected to weekly COVID-19 testing based on the submitted and approved plans;
- All non-professional sporting activities in relation to interprovincial events or national championships must be conducted in the format of a bubble environment;
- Gyms, fitness centres and swimming pools were restricted to a maximum of 50 persons;
- All international sporting events including invitations, tours, training or leagues to participate or play individually or in team sports were prohibited;
- No spectators were permitted for much of 2020 and 2021; and
- Only individuals who have an employment contract with a team outside the Republic may be permitted to leave the Republic in accordance with the Directives issued by the Minister of Home Affairs.

Many individuals were therefore not able to actively participate in their regular individual or group sporting or physical activities outside of their homes. Athletes had to modify their exercise programme and train at home during the lockdown.



The following are some areas of impact that were identified in the SACO survey report (2020):

- Permanent job losses
- Loss of membership – hence loss of revenue
- Loss of affiliation and playing fees
- Loss of income from fundraising for charity
- Permanent closure of facilities
- Loss of broadcast rights
- Injury to athletes due to a long absence from sport-specific training
- Inadequate preparation time for major/multicoded events
- Lack of access to exercise and physical activity has mental health impacts, which compound stress or anxiety that many will experience in the face of isolation from normal social life
- 84% of clubs could support vulnerable employees for three weeks or longer
- 16% had no resources at all to support vulnerable employees
- Anticipated complete demise of 42% of clubs in the next 2-3 months.

Sport has long been considered a valuable tool for fostering communication and building bridges between communities and generations. Through sport, various social groups can play a more central role towards social transformation and development, particularly in divided societies. Within this context, sport is used as a tool for creating learning opportunities and accessing often marginal or at-risk populations. The cancellation of games also had an impact on the many social benefits of sport events, which promote social cohesion, contribute to the social and emotional elation of fans, as well as their identification with athletes leading to greater physical activity of individuals. The restriction on the number of participants in both indoor and outdoor activities meant that the Department was not able to reach its intended target number of participants. Further, the cost of compliance with the prescribed COVID-19 protocols had to be accommodated in the budgets for all sporting events.

With the combination of the closure of schools and the Department of Basic Educations' Directives suspending sporting activities in schools, the Department was unable to deliver eight editions of the school sport championships with a ninth postponed due to increasing numbers of COVID-19 cases.

The COVID-19 pandemic has had and will continue to have very considerable effects on the sporting world as well as on the physical and mental well-being of people.

Interventions to manage the impact have included:

- Relief funds
- Directions for the resumption of sporting activities at different levels of the risk adjusted strategy
- Framework for the resumption of sports activities developed
- Analysis, assessment and approval of operations plans of sports organisations
- Consultation with the sector about the return of spectators
- Guidelines compiled and distributed to the sector for the preparation for return of spectators
- Adjudication team in place
- Portal created for the submission of operations plans
- Test events have been implemented, monitored and feedback provided.

### **Vaccination social mobilisation campaign of the Department of Sport, Arts and Culture**

Since the start of the COVID-19 pandemic and the subsequent lockdown regulations under the Disaster Management Act, 2002, to reduce the potential impact of the pandemic, the creative sector and the entire sporting fraternity has been the hardest hit because of prohibitions.

To date, the country has enough vaccines in supply; however, there is a slow uptake of vaccinations, especially among certain vulnerable sections of the population such as those over the age of 35 and those who are uninsured and in poorly serviced regions.

Government has now opened vaccination to people between the ages of 18 and 35 as it tries to ramp up its immunisation drive. As such, the Ministry of Sport, Arts and Culture is launching a vaccination social mobilisation campaign using its unique position as a custodian of SA talent to galvanise the support and voice of the country's sporting, cultural and creative icons, legends and practitioners as trusted voices in society to drive the demand for vaccination. The Deputy President, Mr David Mabuza, is the champion of the VAXX campaign together with Minister Mthethwa as the lead minister. The campaign will be deploying a carefully curated integrated marketing approach inclusive of television, radio, boots on the ground activations and digital media interventions. Simply put, saying "returning to the games is in your hands" get vaccinated. It is the only way to fully unlock the creative and sport economy. The campaign was launched on 8 September 2021 at the FNB Stadium. The launch was attended by leaders in the sporting industry and prominent members of the creative sector, and the keynote address was delivered by the Deputy President of the country. A vaccination station was operational. The campaign has been successfully rolled out in Gauteng (national launch), Mpumalanga, North West, Northern Cape, KwaZulu-Natal and Western Cape.

The Active Nation activities have also served to provide vaccination sites and the public has been encouraged to be vaccinated at these events. The Indigenous Games Festival was held at the Moses Mabhida Stadium where existing vaccination sites were available. Participants in the National Recreation Day in the Free State and the Big Walk in Vereeniging who were not vaccinated were encouraged to do so. The fitness industry through Virgin Active and Planet Fitness made their sites available at no cost to be used as vaccination sites. Planet Fitness further embarked on community roadshows where physical activities were hosted and communities were encouraged to be vaccinated.

### 1.1.1.2 Accelerating economic recovery

In his State of the Nation Address (SONA) in Cape Town on 10 February 2022, President Cyril Ramaphosa indicated that *“we have given ourselves 100 days to finalize a comprehensive social compact to grow our economy, create jobs and combat hunger. This work will build on the foundation of the Economic Reconstruction and Recovery Plan, which remains our common programme to rebuild the economy. We remain focused on the priorities we identified in the State of the Nation Address last year:*

- *overcoming the COVID-19 pandemic,*
- *a massive rollout of infrastructure,*
- *a substantial increase in local production,*
- *an employment stimulus to create jobs and support livelihoods,*
- *the rapid expansion of our energy generation capacity”.*

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

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

**Support to sport and recreation bodies:** the sport and recreation bodies primarily draw their revenue from affiliation/members’ fees, events, broadcast rights, sponsorship and, for a very few, from International Federation Grants. All these revenue streams are dependent on sport and recreation activities being undertaken. The restrictions due to COVID-19 have therefore decimated

these revenue streams leaving sport and recreation bodies in a dire financial situation. Given the limited financial resources for sport and recreation bodies, grants are allocated to projects and programmes under normal circumstances. However, with the prevailing financial situation in the federations, consideration was given to providing more allocations to operational and administrative costs to keep sport and recreation bodies afloat. This intervention seeks to prevent the collapse of sport and recreation bodies and to prevent job losses in the sector.

**Realising the economic potential of the creative sector:** while South Africa has long identified the potential of the creative industries to contribute to both economic and social development, the creative industries’ contribution to the GDP is estimated at 4,1%. While this is the average contribution of many other countries, it is well below the 11,6% GDP contribution by the sector in the US. The contribution of South Africa’s creative industries to employment is also pegged at 3%, which is well below the US contribution of 12%. While South Africa’s household and government expenditure continues to steadily increase from R98 billion in 2014 to R129 billion in 2017, it is driven by higher imports and thus a large percentage of the expenditure goes towards imported creative goods and services. Thus, the South African creative economy has been dominated by imported content, i.e. our offerings, sales and consumption are predominantly imported content. As a net importer of creative goods, imports stood at \$1,8 billion, three times higher than the value of exports. Despite having a growing creative economy, the creative goods trade still has a deficit.

Many of the economic gains in the pre-COVID-19 period would have been halted or lost in 2020/21 as the state of disaster was declared in the country and the lockdown closed economic activity. The CCLs were further affected as the lockdown was extended, thus having a negative impact on live events as well as areas of the creative economy that depend on the presence of audiences, performers and technical services. An immediate impact study suggests that most of the sector has been adversely affected.

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

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



**Creation of regular work opportunities** for creatives, sound engineers and promoters through live performances, exhibitions, trade shows, etc., is critical to sustain the livelihoods of our practitioners. To this end, long-term plans will be developed to focus on job opportunities and to come up with sustainable interventions to prevent the loss of income experienced in the sector. In the 2021/22 financial year, the Department announced an MGE Open Call for applications for funding for Cultural Events, Public Art and Touring Ventures. When the Open Call for applications closed at the end of June 2021, a total of 3 550 applications had been received. The MGE Guidelines have been adjusted and aligned to the current protocols imposed by the impact of COVID-19, which meant that online and live-streaming became the new norm. This initiative is set to continue in 2022/23. It must be emphasised that the MGE does not create jobs but provides an enabling environment for job opportunities in various cultural and creative genres through several work streams. In 2020/21, 1 102 job opportunities were provided in the areas of cultural events and public art. This was lower than anticipated as the sector is among the sectors that were worst affected by COVID-19 lockdown regulations. In addition, MGE funds were reprioritised to contribute to the COVID-19 Relief Fund initiatives. These job opportunities enable creatives to directly generate income from arts, culture and heritage activities.

The 2022 Budget Prioritisation Framework (BPF) proposes increasing support to the creative industry through the MGE programme. The objective of the MGE is to reposition the cultural industries (arts, culture, and heritage) to comprehensively contribute to economic growth and job creation. In addition, the sector caters for informal practitioners, most of whom belong to vulnerable groups of women, young people who are not in employment, education or training (NEET), and people living with disabilities. The ERRP has earmarked the MGE as a contributor to public employment and skills diversification as the contribution of the arts extends to other sectors, such as tourism, which are reliant on cultural and heritage products.

The impact of COVID-19 lockdown protocols on the sport and arts creative industries led to a dramatic loss of jobs and necessitated the sector's agility and capacity to embrace the new normal, including leveraging on the Fourth Industrial Revolution (4IR) and digital platforms, hence the Department's initiative of sector relief efforts. The Department implemented several interventions specifically geared to bring relief to the sport, arts and culture industries, inter alia:

- **1st Phase**
  - Relief funding in April 2020: 5 786 applications were received and 4 166 payments were made amounting to R80 million.
- **2nd Phase**
  - Relief funding in August/September 2020: 2 983 applications were received and 452 payments were made amounting to R2,9 million. Some applications could not be processed as feedback was awaited from the South African Revenue Service (SARS) and the South African Social Security Agency (SASSA) and follow-ups for additional documentation were being made.
  - Department of Small Business Development/DSAC Partnership Relief funding in October 2020: 1 266 applications were received and 318 payments were made amounting to R6,7 million.
  - Partnered with the Solidarity Fund to disburse food vouchers within the sport and arts sectors: 6 816 applications were received and 3 658 payments were made amounting to R2,5 million.
- **3rd Phase**
  - Relief funding: 7 440 applications were received with 5 830 beneficiaries paid as of end of July 2021.
  - Presidential Employment Stimulus Programme (PESP) Funding: the Department received R665 million from the PESP and 42 353 beneficiaries benefited with a total amount of R505,7 million being disbursed. A total of nine intervention projects that led to the creation and retention of jobs were implemented directly by the Department or through the Department's implementing agencies.
  - As of the second quarter of the 2021/22 financial year, the Department put in place an Economic Recovery and Reconstruction Plan (ERRP) that is aligned to government's broad plan. This is being implemented in the 2021/22 financial year and continuing into the medium-term expenditure framework (MTEF).

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

**Return to play:** although sport and recreation bodies have mainly returned to the field of play, there is a huge responsibility on them to ensure that participation in sport does not contradict the national efforts to curb the spread of COVID-19. The return to play has helped ease up on the resources that are required for social relief. However, it may still take some time before the effects of the lockdown can be fully dealt with because the lockdown levels are reviewed with each new wave of infections. The sports bodies were diligent in submitting their risk mitigation plans that indicate the measures they will put in place before the resumption of activities. The collective efforts of the departmental analysis task team and the assessments by the Department of Health and the National Institute for Communicable Diseases ensured that the return to play initiatives were implemented with few incidences of infection, play taking place in a biologically safe environment and activities being monitored. The phased return to sport stadiums by spectators is in the main dependent on the rate of vaccination in the country. Sport, arts and cultural leaders as well as political leaders within the sector are disseminating messages in support of government initiatives to encourage vaccination.

**International Cooperation:** in response to how to mitigate the spread and impact of the COVID-19 pandemic, international solidarity and partnership have become critical not only to stop the COVID-19 pandemic in the short and medium terms, but also to resume cooperation and reset the cultural diplomacy and economy in the future, i.e. the long term. As more countries bring the management of COVID-19 under control, it is anticipated that the Department will be able to sustain its international programmes and partnerships as most of the events involving many people (including artists, performers, experts and cultural and creative industry practitioners, as well as international sporting participants at events such as the 2022 Commonwealth Games) start up again.

As the economy recovers, the Department will place greater emphasis on new areas of growth such as film and animation and books and publishing hubs, where the creation of local content can be boosted. For South Africa to be able to compete in a global creative economy, content creation and ownership become important. The reconfiguration of community arts centres as sites to produce

local content and not only for training programmes becomes important. Training must be linked to artistic production. In the forthcoming period, public art will continue to change the face of our country through beautifying public spaces, and the role of youth in this programme will be intensified. Market access and touring ventures will be more aligned to the need to make specific gains in certain areas.

### 1.1.1.3 Transforming society and uniting the country

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

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

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



*In many instances, discussions on social cohesion and nation building are fragmented and lack coordination with other spaces addressing development policies and poverty alleviation, among others. There is also a lack of coordination between social dialogue processes at different levels, i.e. national, provincial and local, plus sectoral considerations. Experience shows that when dialogue spaces are interconnected and coordinated, they are much more effective in contributing to equitable and sustainable development.*

*Social dialogue is crucial to ensuring that the groups involved take ownership of the issue and that the decision-making process is transparent. This is the only way to build the social consensus required for the implementation of social cohesion and nation building policies and measures. Social integration must focus on increasing the cultural, political and socioeconomic coherence of the SA society. The process of integration must be characterised by the development of knowledge, skills and values contributing to the development of society through practical cooperation and mutual openness. As a result, differences relating to the linguistic and cultural background and ethnicity/race of the members of society in participating in society decreases. Integration enables the development of a joint shared national identity, increases the feeling of affiliation towards the state and other members of society, supporting the growth potential of the economy and the stability of the state. (A review of the NDP–NPC, 2020).*

The Department together with its various partners and stakeholders are reviewing the **Social Cohesion Strategy** as a way of refocusing our efforts and improving the response to what the NDP calls for. The 2021 unrests in KwaZulu-Natal and Gauteng showed that there is a need for a concerted effort to engage communities, respond to their needs and inform them where there are challenges to provide services. 20 community conversations/dialogues will be held in a safe and secure environment to foster social interaction and discuss societal issues.

The advent of colonial and apartheid rules brought about the erosion and corrosion not only of our value system but also of original indigenous names of geographical features. This situation meant that indigenous knowledge systems in their multifaceted nature were subjugated and marginalised. The transformation agenda of the post-1994 government is designed to restore indigenous nomenclature, languages and heritage. To this effect, our Department continues to **transform the heritage and naming landscape** through changing and standardising names of geographical features.

**Our national flag** is one of the primary symbols that are enshrined in our Constitution. Its essence and symbolism are that of showing the journey of South Africa from divergence to convergence. However, there seems to be a lack of appreciation or knowledge of national symbols in some

quarters of the country. As part of the promotion of the national symbols, and in keeping with our vision to inculcate love, passion and appreciation of this potent national symbol, the Department has embarked on a process to conceptualise, design and ultimately install a national monumental flag, with a flagpole that will be more than 100 m in height. A feasibility study on the development of the South African monumental flag was undertaken in 2020/2021. The results of the feasibility study will inform the brief for the South African national monumental flag. R5 million is budgeted in 2022/23 for the site-specific geotechnical studies including the Environmental Impact Assessment and other tests and applications that will be required prior to construction. In 2023/24 R17 million is allocated for the installation of the Monumental Flag”.

The Department also continues to build monuments, memorials and museums to preserve legacies and pay homage to people, events, episodes, phenomena and epochs that shaped the South African society over centuries, decades and years. The Legacy Programme, encompassing the **Resistance and Liberation Route Project**, is one of those programmes that has a profound transformation agenda to restore the dignity and pride of our forebears. One of the centrepieces of this programme is the establishment of the Resistance and Liberation Movement Museum, which could see the construction of a new museum or rededication of the existing museum to narrate an honest and graphic South African story not only about the dehumanisation of indigenous populations but also their resistance and fortitude. The story should be able to speak to the conscience of all South Africans and thus influence them not to repeat the gross human rights violations and atrocities of the colonial and apartheid eras. One of the positive externalities of this project and other infrastructure projects is that they will create short, medium and long-term employment opportunities.

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



A fully functional **Library and Information Services**, including archives repositories, can contribute to the goals of the 2030 Vision, and a prosperous and inclusive society that fully enjoys the benefits of a democratic and modern economy in the 21st century. For the majority of South Africans, a lack of information and knowledge is an impediment to their development. This situation is due not only to scarce material resources, but also to a lack of appreciation of the developmental role that the library and information sector plays. Funds will continue to be provided to improve public library infrastructure, including Information Communication Technologies (ICT) and purchasing of library material in all formats, including material for the blind and print-handicapped/visually impaired readers and bridging the digital divide. The service points to cater for the blind and the print-handicapped/visually impaired readers in our communities will be prioritised. Libraries provide easy access to the building through ramps, demarcated parking areas and special latrine facilities. The national challenges of poverty and persistent structural inequalities are immense. The key point is that, as a human right, access to information enables the distribution of power and status.

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

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

#### 1.1.1.4 DSAC response to gender-based violence

South Africa continues to be immersed in a crisis of gender-based violence and femicide (GBVF). With the surfacing of Covid-19 and related lockdowns, we have continued to see increase of GBVF cases on individuals, families and communities. The Department has considered various initiatives to contribute to the fight against the GBVF scourge.

Annually, the Department implements 20 advocacy platforms on social cohesion, through the Social Cohesion Advocates. The Social Cohesion Advocates (SCA) programme has a work stream solely dedicated on "Women Empowerment and Gender Equality" which prioritises matters of GBVF. Equally, platforms for Community Conversations / Dialogues are created with specific focus on the issues of national importance, including GBVF. GBVF programmes in sport are driven through and in partnership with our stakeholders such as loveLife and Sport for Social Change Network. To this effect, the Department uses its events such as the National School Sport Championships, Move for Health, Nelson Mandela Sport and Culture Day, Indigenous Games Festival, Ministerial Outreach Programme, Big Walk, National Recreation Day, Andrew Mlangeni Golf Development and the National Youth Camp, as platforms to raise awareness on GBVF and related social ills. As part of initiatives against GBVF, prominent sport persons are used as advocates for anti GBVF messaging. The activities will form part of the three focused programmes below. Further the Department will work with stakeholders to finalise a policy on Safeguarding in Sport.

The Department has three focused initiatives that add value to the fight against GBVF, namely; the Baqhawefazi campaign; Silapha Wellness programme; and the Golekane campaign. These programmes' contribution ranges from creating a platform for men to become part of the solution, to a wellness programme dedicated to providing psychosocial support for athletes and creatives. They are funded around R10 million annually.

The Department is planning to conduct Provincial Community Izindaba in nine provinces, on discouraging harmful cultural practices, amongst other issues. These Izindaba will be held in partnership with the Department of Traditional Affairs and the National House of Traditional Leaders, at a combined estimated budget of R9 million.

In our endeavour to develop content and programmes that advocate against GBVF for newly completed legacy projects, the Department will be developing programmes and exhibitions at the Sarah Baartman Centre of Remembrance to promote the protection of the vulnerable and advocate against GBVF. R6 million is budgeted for this initiative.

Through the National Language Services, the Department is considering partnering with the Gender Commission or a like-minded institution or organisation on translating documents to be utilized for GBVF awareness campaigns into other languages. This will help in broadening the reach of messages against GBVF and related social ills.



### 1.1.1.5 Cross-cutting focus areas

In addition to the seven apex priorities, the Revised MTSF 2019-2024 also prioritises women, youth and persons with disabilities as a cross-cutting area of focus across all priorities. These cross-cutting priorities need to be mainstreamed into all elements of South Africa's developmental future and must therefore be actioned through priorities and interventions. Our programmes will prioritise the mainstreaming of women, youth and persons with disabilities as espoused in the NDP Vision 2030.

**Youth:** The most recent population estimates see the population increasing from 59,6 million in 2020 to nearly 68,5 million by 2030 (growing at an average rate of 1,4% per year). Young people (aged 24 and below) make up 44% of the population, highlighting the potential for a demographic dividend. There is however some uncertainty about whether South Africa could still benefit from a demographic dividend given the high level of youth (aged 15-24) unemployment, which stands at 63,3% as at Q1: 2021 (Statistics South Africa, Quarterly Labour Force Survey, Q1: 2021). Quality problems in the education system also undermine the ability for future employment opportunities. Returns from the demographic dividend will only be realised if we have a healthy, capable and productive youth population that contributes to economic activity (Budget Prioritisation Framework: Towards Budget 2022).

The country's slow economic growth in recent years has led to massive job losses and an even lower number of jobs being created. Reducing South Africa's high level of youth unemployment requires the economy to be on a labour-absorbing growth path. Unemployment remains endemic in the country with 24% of the workforce of South Africa unemployed. Young people constitute the majority of the unemployed with no less than 70% of them unemployed.

All sectors of society, from government to business and civil society organisations, need to rally together and make a more meaningful contribution to addressing the youth challenge. South Africa is a country with a young democracy which emerged little more than two decades ago. The country is also young in that, in contrast with the developed world, nearly 40% of its people are aged between 14 and 35. The framework for youth-responsive planning, budgeting, monitoring and auditing can only be achieved through collaboration and the effective mainstreaming of youth development (Revised MTSF, 2021).

Young people have limited access to means of capital that can help them find a way out of poverty and enable them to become agents of change. Limited access to land, finance for business ventures, and support and mentoring remain obstacles to the potential demographic dividend presented by a large young population of working age. Other contributing factors include low levels of education

and skills, lack of information, location and the cost of work seeking, lack of income and work experience, and limited social capital. The Department will continue to pursue other efforts that deliberately prioritise youth empowerment, including encouraging more youth organisations/companies to consider updating their Companies or ownership status on the National Treasury database.

The Department will continue to support youth-focused programmes that create access to and promote participation of young people in sport, arts and culture. The Department will collaborate with the Department of Basic Education in implementing sport, arts and culture programmes, such as arts education and training, artists in schools, schools sport and indigenous games championships, targeting youth in schools. In addition, the programmes delivered through the Mass-Participation Conditional Grant target young people in school sport, club development and community sport programmes. The Department has responded to the call to set up a National Youth Service Programme – the Young Patriots Programme, specifically directed at youth from all over South Africa, to get young people involved in civic participation and gain employability skills. The programme also creates jobs through the employment of coordinators, most of whom are young people. DSAC funding to youth-led arts and culture organisations are specifically directed at the young people in the creative sector from all over South Africa. Other programmes, while catering for the youth, are also opening participation and access to other age groups, who in turn support the agenda of making sport, arts and culture accessible to many young people.

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

Activities targeting women and girls are mainstreamed within all programmes and projects of the Department. The better resourced sports codes such as rugby, football and cricket only receive departmental funding for school sport and for women's participation. The Department is committed to support the establishment and resourcing of the Women's Football League over a three-year period. An event dedicated to the recognition of women's achievements in sport is held each year in partnership with the Gsport Trust.

In terms of research, a baseline study to ascertain the sports federations' commitment to women within their code is currently underway and the findings will be included in the Women and Sport Policy. Additional research is being conducted to ascertain the level of accessibility of funds to women and the impact of funds allocated to women in selected sporting codes.

Transforming the world of work for women and ensuring their inclusion in mainstream economic activities and employment opportunities requires the elimination of structural barriers and discriminatory laws, policies, practices and social norms. We need to target inequalities and gaps related to labour force participation, entrepreneurship, equal pay for work of equal value, working conditions, social protection and unpaid domestic and care work. Addressing gender inequality between men and women and dismantling patriarchal systems remain a key challenge in ensuring women's inclusion in the country in the short, medium, and long term.

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

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

Improving the economic security of persons with disabilities and their families requires a concerted and coordinated effort by all members of society and organisations. Working together, these organisations need to align legislation, policies, systems, programmes, services, and monitoring and regulatory mechanisms aimed at the creation of decent work, employment schemes, skills development, social protection, environmental accessibility and the reduction of inequality. Persons

with disabilities can and should be active players in building the economy. Given the dictates of the new normal, where virtual communication reigns supreme, it becomes even more critical that ways be found to better reach people with disabilities, especially the visual and hearing impaired. The prioritisation of the visually impaired and people who read differently through mini libraries is one way in which the Department contributes to the empowerment of people with disabilities. The continued support of disability sport reflects itself in the performance in major sport events such as the Paralympics. While more still need to be done, these achievements tend to make those without disabilities believe that they too can do something good with their lives.

Persons with disabilities participate in many of the mass-participation and active nation programmes offered by the Department. In addition, the school sport programmes cater for learners with special educational needs. Goalball, a sport for the visually impaired, is one of the priority codes of the Department and forms part of the school sport championships. Furthermore, codes of sport focusing on people with disabilities benefit through departmental transfer payments that are allocated to them on an annual basis. These include wheelchair basketball, wheelchair tennis and wheelchair table tennis, as well as numerous codes focusing on deaf participants.

DSAC supports the We Can Arts Festival, a multidisciplinary festival which creates a platform for the inclusion of persons with disabilities in all activities and services rendered by the Department. It creates access to social and economic opportunities by persons with disabilities. The project recognises and honours people with disabilities across the country, and by having Mzansi Magic as a partner the work is televised.

Funds are made available from the Community Library Services Conditional Grant to establish services for the blind and print-handicapped/visually impaired readers in new and existing community libraries for easy access to information. Libraries provide easy access to facilities for people with physical disabilities through ramps at the entrance to the library, demarcated parking spaces and special latrine facilities.

To better support interventions to support and empower women, the youth and people with disabilities, DSAC will work towards the introduction and implementation of systems that provide disaggregated data on these groups and will, in partnership with relevant institutions, conduct research that could generate accurate reports specific to women, youth and person with disabilities. As specific programmes on GBVF are identified, relevant output indicators and targets will be set to support the implementation of the National Strategic Plan on GBVF.



### 1.1.1.6 Fighting corruption and strengthening the state

Good governance is key to the work of the Department at all levels. The Code of Conduct for public servants informs the conduct of employees across different programmes of the Department. The audit outcomes of the merged departments indicate that DSAC is on the right path to even better governance and overall leadership. We strive towards having our financial statements presenting fairly, in all material respects, the financial position of the Department as at the end of the financial year, including its financial performance and cash flows for the year then ended. Our target is also to report performance information that is useful and reliable and comply with the specific matters in key legislation set out in the general notice issued. Coupled with this is the development of internal control that will not be found to have significant deficiencies when tested by the Auditor-General of South Africa (AGSA).

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

In terms of the Financial Disclosure Framework set forth by the Department of Public Service and Administration (DPSA), all senior management service (SMS) members must disclose their financial interests. The requirement to disclose financial interests has now been extended to both level 11-12 and 9-10 managers/officials. In terms of the code of conduct for SCM practitioners, all supply chain practitioners are provided with a code of conduct that they must sign to declare their understanding of the code. The code obligates all SCM practitioners, to the extent required by their position, to declare any business, commercial or financial interests or activities undertaken for financial gain that may raise a possible conflict of interest. Bid evaluation/adjudication committees or teams (BEC/BAC) are required to sign a declaration form regarding their relationship with bidders whose bids are to be considered. The Department complies with the requirements of the above-mentioned obligations to prevent chances of fraud and corruption within its ranks. While we do our best to prevent corruption where it rears its head, we will enforce consequence management for corruption and misconduct.

### 1.1.1.7 Summation of the DSAC external environment

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

The Department is dependent on its strategic partners, provincial departments, sector organisations and performing arts institutions in delivering on their mandate and programming – all of which were affected under the lockdown regulations relating to the different infection waves (four waves had already been experienced as of January 2022). The work of DSAC and its delivery agents, such as provinces, centres on social cohesion and nation building; thus encouraging the coming together of people from different walks of life to share common spaces. This does not necessarily encourage social distancing both at the level of participants and spectators/live consumers of the sport, arts and/or culture products. At best, these mass-based events have the potential to increase the transmission of the COVID-19 virus. The work also involves regular travelling, both nationally and internationally, and relies on delivery agents and other sectors being functional (e.g. the education sector). The provision of sport, arts and culture infrastructure is also dependent on unrestricted movement and low levels of infection in areas where construction sites are located.

DSAC financially supports the activities of most of the sport and recreation delivery agents through the mass-participation and sport development grant and transfers to sport and recreation bodies. Therefore, the effect of a national crisis such as COVID-19 on the operations of the Department also affects the operations of the delivery agents. The closure of schools means that programmes undertaken in schools or with schools will be suspended. This includes the Artists in Schools project as one of DSAC's interventions that contribute to the improvement of the quality of the creative arts subject in public schools in line with Curriculum Assessment Policy Statement (CAPS). The provision of flags to schools and the school sport championships and tournaments are other projects that can be affected. On reopening of schools after lockdowns in 2020 and 2021, the focus was placed on the curriculum as schools tried to catch up for lost classroom time. The aforesaid shows just how the provision of sport, arts and culture services to the communities can be halted by environmental forces external to the sector.

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

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

In response to the above environmental analysis, the Department conducted an MTSF Implementation Assessment from quarter 1 to quarter 3 of 2021/22 to find out the extent of performance against the MTSF targets. In assessing performance of the first two years and three quarters of 2021/22 against MTSF targets of the same period, it was found that of the 26 indicators, 17 of the targets were either on or above target. Nine of the targets were found to be achieving below target. However, when the performance of the first two years and three quarters of 2021/22 was assessed against the full MTSF period, it was found that targets for 25 of the 26 indicators were predictably below target and one was on target. The below target performance was expected because the performance of two years and one quarter (of 2021/22) was still outstanding. Of concern though was the finding that two of the targets would not be achieved if the Department performed on target during the remaining two years and one quarter. Management would therefore have to come up with a recovery plan to make up for missed performance.

### 1.1.1.8 Ministerial priorities

In contributing to the achievement of the DSAC outcomes, and ultimately the national government priorities, the Minister has set out priorities that link to his (Minister's) performance agreement signed with the President in October 2020. This, as the President said in his 2021 State of the Nation Address, "will enhance accountability and focused performance by members of the executive". The ministerial priorities are divided into seven focus areas, namely policy and legislative programme; research, monitoring and evaluation programme; core programming and planning; development and strengthening of partnerships; cross-cutting imperatives; human resources and compliance; and administration and compliance. While some of the priorities were achieved in 2021/22 and others can be achieved in 2022/23, these priorities are broadly, multi-year in nature and should inform future planning and interventions on service delivery.

#### Focus Area 1: Policy and Legislative Programme

The **Revised White Paper on Arts, Culture and Heritage** needs to be implemented so that it can contribute to the transformation of the sector. The White Paper on Sport and Recreation will coexist with that of Arts and Culture as they both focus on areas of our work that require focused attention. The Department is in the process of implementing some of the recommendations of the White Paper in the short term, including:

- The amalgamation of funding agencies – the Department has established a task team to facilitate the process of amalgamation and a number of engagements have commenced.
- The appointment of a service provider for the development of the theatre and dance policy.
- The review of legislation, including the name change affecting audio-visual media, from

film and video; the consolidation of the National Arts Council and the National Film and Video Foundation into one entity; and the consolidation of the performing arts institutions in line with the feasibility study recommendations.

- The establishment of a national orchestra.
- The establishment of a South African Book Development Council as a statutory body to conceptualise, draft and implement a national book development plan.
- The establishment of a National Events, Technical and Productions Skills Academy as a focused institution of skills and human resource development for the sector.
- Identification of historically marginalised and under-resourced provinces, which do not have theatre facilities, for development through joint funding and long-term strategic plans.
- Funding of performing arts companies that have developed reputable education and training programmes in the arts to have their courses accredited through national qualification frameworks.
- Collaboration with the relevant departments and considering new avenues for funding.
- Proposing the adoption of a conditional grant for community arts centres in a similar vein to that of the community libraries.

In some instances, there is apartheid legislation that still needs to be reviewed. The review of our policies will improve service delivery and South Africans' access to sport, arts and culture in the country. Currently the Department has a policy register listing DSAC's policies. There is also an approved **policy and procedure** guideline as a way to promote uniformity and consistency in the development of policies and procedures. Going forward the policies will be reviewed where applicable and the register will be updated. There is currently a draft policy on women in sport which promotes gender equality. The draft policy has been amended based on inputs received from provinces and other relevant departments. The Phase I Socio-Economic Impact Assessment System (SEAS) template was completed and approved by the Department of Planning, Monitoring and Evaluation (DPME) during March 2021. Baseline data is currently being collected and consultative sessions with sports federations still need to take place. It is envisaged that the Women in Sport Policy will be finalised during 2022.

There is a need to track the **legal matters** the Department is faced with. They have an impact on the reputational standing of the Department and the lessons that can be learnt from them will assist the Department to serve its clients better, without having to resort to court cases. The establishment of the Office of the Solicitor-General will assist all national and provincial departments to manage state litigation efficiently and effectively, which will reduce litigation and associated costs. Following the establishment of the Litigation Forum, the DSAC litigation plan will be aligned to that of the Forum.



## Focus Area 2: Research, Monitoring and Evaluation Programme

The scope of **SACO** needs to be extended to include research relating to sport. While the legality of this extension is being concluded, SACO should be able to reprioritise its scope of work to incorporate areas of sport. As research topics are determined annually, it is possible to substitute a CCIs-based report to accommodate sport without affecting the budget. In this case, a report on the impact of the COVID-19 restrictions on sport was produced in the first quarter of 2021. A similar arrangement will continue in 2022/23 as it will not affect the scope of SACO's work or the budget.

A focused assessment of each programme needs to be conducted. The Department needs to be able to determine the extent to which it is promoting and developing arts in the country in comparison to the attention heritage currently receives. There is also a need for the Department to consider culture as this area is not currently receiving the same attention as the arts. Part of this assessment should be the monitoring and evaluation of the impact of our work so that key lessons drawn can be used to improve service delivery. Currently, evaluation studies are carried out to assess how a programme or project has been implemented, what the operational constraints are and how they can be addressed. Improvement plans are developed, implemented and monitored as a way to enrich the performance of the programme or project. This will continue during 2022/23.

While a lot of good work is done by the Department, it runs the risk of repeatedly supporting certain beneficiaries at the expense of other equally deserving ones if it does not develop and maintain accurate **databases** tracking beneficiaries. In the interim, until a comprehensive database for the Sport, Arts, Culture and Heritage Sector is developed, the Department will consolidate the databases already established to manage the beneficiaries during the various relief stages together with the data collected from the MGE beneficiaries.

Among the issues raised by the President of South Africa is the need to **monitor and evaluate the work we do**. Critical to DSAC is the monitoring and implementation of, among others, **language policies**. Unless this is done, the Department runs the risk of having policies that are progressive on paper but stagnant in practice. Based on a desktop analysis conducted during November 2021, 34 out of 37 national departments are reported to either have an approved or a draft language policy. PanSALB's approach to compliance with the Use of Official Languages Act, 2012 (UOLA), and the Pan South African Language Board Act, 1995, is divided into three phases. Our desktop analysis demonstrates that the selection phase is at 92% compliance with almost all national departments having decided which languages they are using in which domains. The second stage is implementation with the allocation of resources through the establishment of functional language units. Only 24% of national departments demonstrated to have either a language unit or providing language facilitation services (translation or interpreting) under the communication section. The last phase is monitoring and reporting by national departments on their language activities, including reporting on their

handling of language-related complaints. It is in this last phase that PanSALB is struggling to make national departments comply by submitting language activity reports as per UOLA and the Use of Official Languages Regulations, 2013. A compliance report confirming which national departments have approved language policies and which ones still have draft policies is expected to be finalised by 31 March 2022. PanSALB is planning to have all national departments' language practices evaluated. The evaluation process will encompass all three aspects of status planning but will emphasise the observation of the language practices. The aim is to establish which national departments are paying lip service by promulgating language policies but still maintaining unilingual tendencies, i.e. using one language more than the others selected in the language policy. A final report on the language practice evaluation is expected to be published by 30 September 2022.

## Focus Area 3: Core Programming and Planning

DSAC needs to work with other departments such as the Department of Small Business in the implementation of its plans, particularly the **Sporting and Cultural Creative Sector Master Plan**. This will enable mutual tapping into each other's resources and may unlock the much-required resources. There are ongoing engagements with three government departments, i.e. Small Business Development; Trade, Industry and Competition; and Communications and Digital Technologies. Work is still ongoing with the reference group to refine the key action plan for the four subsectors. The Creative Master Plan submission and Cabinet memo have been signed by the Minister and the Master Plan will be presented at the next Social Protection, Community and Human Development (SPCHD) Cluster meeting.

The Department must continue leading the work of government and related agencies on social cohesion and nation building. The Department can however not only lead, but it must develop relevant programmes that will show the seriousness with which we value the cohesiveness of and nation building in our country. The place and role of social cohesion advocates and the Moral Regeneration Movement (MRM) on social cohesion need to be clarified and publicised so that all involved can contribute better to the growth of our sector. A Memorandum of Agreement (MoA) between the MRM and the DSAC was concluded in August 2021 over three financial years, namely 2021/2022, 2022/2023 and 2023/2024. A national strategy framework for the programme was developed and meetings will be facilitated to discuss programmes that will address ethical leadership, youth dialogues, the MRM Month, anti-femicide and GBV.

Programmes on GBV and other areas of intolerance need to be institutionalised so that our focus on the issue is not a by-the-way occurrence. To this effect, there needs to be visible capacity that serves as a link between the sector, relevant departments and agencies dealing with issues of GBV. Implementation of the integrated GBVF framework will continue into the 2022/23 financial year.

The archiving area of our work requires strengthening. To this effect, there needs to be training of staff and filling of vacant posts, as well as the improvement of ICT to enhance record keeping.

#### **Focus Area 4: Development and Strengthening of Partnerships**

The status of the Cultural and Creative Industry Federation of South Africa (CCIFSA) needs to be clarified through a policy that will enable the sector to better support and use the services of the Federation. The Department facilitated a two-day workshop with the CCIFSA in August 2021. As part of the workshop, the CCIFSA was able to finalise a report for the Portfolio Committee and discussions relating to outstanding payments to service providers for the Policy Conference. The Department received and accepted the CCIFSA close-out report on the Policy Conference and is proceeding with finalising the CCIFSA run programmes for 2022/23.

Strategic partnerships will enable the Department to share expertise and resources. A partnership with the Department of Traditional Affairs and related structures, for example, is critical for the success of our cultural area of work. The partnership with the Department of Basic Education must work for DSAC to properly develop sport and the arts in schools as an investment towards the success of our athletes and practitioners nationally and worldwide.

The area of sport and cultural diplomacy requires partnerships with various stakeholders, including at an international level, if we are to contribute meaningfully towards social cohesion and nation building, as well as towards winning the war against the social ills we face as a country.

#### **Focus area 5: Cross-cutting Imperatives**

In the strategic repositioning of the Department there must be an assessment of how far we have progressed in transforming certain areas of the sector. In this way we will be able to see where there is a need for focused interventions and support. Linked to this is the funding of the sport, arts and culture sector. Currently this is not properly coordinated to the extent that some beneficiaries may benefit from duplicate funders while others are completely excluded. It is therefore important that we develop a clear-cut policy on how funding should be regulated and structured in our sector. An internal task team of various directorates has been established to assess all funding possibilities and to suggest a way forward.

#### **Focus Area 6: Human Resources and Compliance**

All those who are meant to contribute to the achievement of the priorities of government and the

Minister's performance agreement with the President must have a clear understanding of what this entails. In this way they will be able to structure their work in such a way that it directly contributes to the realisation of the ideals anticipated in the aforesaid priorities and agreement.

Although the Department is working towards a restructuring process following the merger between SRSA and DAC, it is important that critical vacancies are filled and demographic issues such as gender and disability are given attention. These must inform our policies and recruitment process. The organisational structure is being reviewed to ensure that it optimally supports the strategy of the Department.

#### **Focus Area 7: Administration and Compliance**

Our sector supports a variety of professionals and up-and-coming athletes and practitioners. While we cannot always satisfy them all, those who do not benefit at any given time must leave knowing that we will keep our word and support them next, when resources become available. We must find how best to strengthen efficiency and ensure professionalism in all areas of our work.

The Department assesses the well-being of employees and assists where needed to flatten the curve. The messages delivered by the President of the country must be implemented as contextualised by the Ministry of Public Service and Administration for the benefit of all DSAC employees as well as those we serve. The Department has established a Disaster Management Steering Committee that meets weekly to assess and respond to developments. The new normal brought about by the COVID-19 pandemic calls for a level of imagination and creativity that will allow us to still render services, albeit with a different modus operandi. We need to be clear on how we work effectively without putting lives in danger.

The two merged departments were at different levels of efficiency at the time of the merger. While SRSA obtained consecutive clean audits, DAC obtained consecutive unqualified opinions with findings. Given the shared resources and expertise of a merged department, employees should be able to share good practices from both sides to ensure a clean audit for DSAC.

#### **1.1.2 INTERNAL ENVIRONMENT ANALYSIS**

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



Emanating from the announcement of President Cyril Ramaphosa on the reconfiguration of government, when the 6th Administration took office, the DAC and SRSA were merged to form the Department of Sport, Arts and Culture (DSAC). Following the merger of the Departments of Sport and Recreation (SRSA) and Arts and Culture (DAC), a start-up structure (merging of the two structures) was developed and approved in 2019. Among others, the following were identified as challenges: duplication of functions; inefficiencies; and insufficient integration. To better support planning, control, implementation, and evaluation of the work of the Department, and enable the Department to allocate resources that are fit-for-purpose, the Department has seen it necessary to conduct an organisational review. The project was awarded to Vortex Strategic Alignment on 26 November 2021 and an Inception Meeting was held on 12 January 2022. The project is earmarked to be delivered by end November 2022. However, in order to provide time allowance for delays and certain contingencies, it is agreed that the project will be completed prior to the 2022/23 year-end (31 March 2023).

The scope of services covers the following:

- Project Inception
- Documentary Review and stakeholder engagement
- Change Management
- Development of aligned DSAC high-level functional
- Revised DSAC Operating Model
- Business Process Review
- Workload Measurement and Utilisation
- Change Management
- Project Management and Reporting.

It is important that the new structure is linked to the DSAC Strategic Outcomes (1-5) and not the structure of the sector (arts, culture, heritage and sport) as it currently is.

This process will be finalised in consultation with the DPSA and NT. In the meantime, the normalisation of human resource-related policies and procedures, including those applicable to recruitment and performance management, for the new DSAC is ongoing. As these are issues of mutual interest, they need to be concluded in the Departmental Bargaining Chamber (DBC) after consultation with organised labour. In October 2021, eight policies were presented to the Chamber as the first batch of mutual interest policies of the DSAC. This process will continue in 2022/23.

With the merger of the two departments, a total of 117 vacancies existed in the start-up structure of the new department. These vacancies made up approximately 17% of the total start-up establishment of DSAC. The filling of vacancies to ensure effective service delivery has been identified as a high

priority. Due to budget cuts on Compensation of Employees (CoE) during 2021/22, the Executive Management Team (EMT) identified priority posts and these will be filled as a matter of urgency during 2022/23. The filling of vacancies will be done within the Department's CoE ceiling.

To date, the Department boasts three DDGs who are female, and three males (CFO, DDG and DG), as part of the Department's top management, which translates to 50% of women in top management.

A decision was made to house the new department under one roof, Sechaba House, where the former DAC occupied 12 000 sq. m, and had 4 000 sq. m vacant space that could be leased to house DSAC. This not only ensured cost saving for the DSAC in terms of services such as cleaning, security, rental and consumables, given the current financial constraints, but also that the operations of DSAC proceeded smoothly without hindrance, thus optimising efficiency and effectiveness. Having all employees operating from the same building has improved relations as well as the sharing of information and expertise and understanding of work processes. The merger became fully operational on 1 December 2021 when all functions were housed in one building.

Speaking at the inaugural Women's Economic Assembly organised by the Department of Women, Children and Persons with Disabilities in October 2021, President Cyril Ramaphosa expressed little satisfaction with the degree to which government was supporting woman-owned businesses through state procurement and said this needed to be ramped up significantly. The event was held to discuss economic affairs where it relates to gender equity and the representation of women in key sectors, business ownership as well as the distribution of wealth. The Presidency - working with departments such as the Department of Women, Social Development, Small Business, Rural Development and Land Reform, and the National Treasury - has mapped out a strategy to achieve 40% preferential procurement in the public sector. For the 2021/22 financial year (up to February 2022) 21.32% of DSAC procurement (through an order or commitment) was allocated to black women; 2.1% to youth and 0.52% to people with a disability. It is clear that concerted efforts are still required in this domain to attain the expected set-asides.

The Performance Management and Development System (PMDS) process for the 2021/22 financial year commenced with staff signing performance agreements with their respective managers by the due date of 31 May 2021. The assessments and moderations relating to the performance thereof will be conducted in 2022/23, with implementation of the related outcomes finalised by end of November 2022. The performance agreements for 2022/23 are set to be signed by the end of May 2022, with the related assessments and moderations to be conducted in the following financial year (2023/24).



The Employee Health and Wellness Unit continues to play an important role in the management of the COVID-19 pandemic. Among others, the Unit assists with:

- identification of staff with uncontrolled risks and vulnerabilities, including those older than 60 years, as well as assisting managers with the management of these employees in line with the applicable protocols;
- recruitment, appointment and training of temporary staff to assist with COVID-19 screening at the various DSAC venues;
- counselling and support to those staff members who tested positive for COVID-19; and
- development of rotational work plans for those staff members who were required to return to work.

In line with the directive of the President for government departments to combat the rising levels of unemployment among the youth, DSAC fully participates in the Public Service Internship Programme. The Department has set an interns employment target of 5% of the employees of the Department. The new group of 30 interns, appointed during March 2021, will continue with their internship during the 2022/23 performance cycle as part of their 24 months' internship contract. Of the 30 interns, eight are male and 22 are female; 28 are between the ages of 18-35, while two are older than 36 years. While employers are encouraged to employ more unemployed youth, the reality is that COVID-19-related arrangements do not support the processes involved in coaching and/or preparing interns for formal employment. By nature, interns need to get hands-on experience working closely with their mentors while also engaging with other employees responsible for activities that relate to the work of the interns. Working arrangements, like working from home and

The ICT Unit is finalising a three-year strategy and an annual IT Plan. The projects identified in the ICT Strategy will become part of the annual IT Plan with initiatives that feed into the Annual Performance Plan of the Department. The following projects are being considered for development over the medium term:

2022/23	2023/24	2024/25
1. Performance reporting system for public entities	1. HRM system (leave/ performance management)	1. Digitisation system (Archivematica)
2. Database for the Sport, Arts, Culture and Heritage Sector	2. Sport management system	2. Enhancement of the grants management system

As a result of the organisational deficiencies in some functional units, the few officials in the affected units are being stretched to achieve more than they normally would. While the staff have previously extended themselves to achieve more than was expected, this is not sustainable because employees may be burnt out and absence from work may increase, with morale also decreasing. This is also

flexible working hours, implemented due to the COVID-19 pandemic do not allow for this hands-on approach and interaction with interns. While management is seeking solutions to this challenge, a compromise between saving lives and creating employment remains the desired solution.

When one analyses the Department's capacity to deliver, it becomes apparent that the linkage between the COVID-19 lockdown level and staff returning to work, including dependencies on our partners and the reconfiguration of our workforce for optimal delivery of services, are not positively aligned to the COVID restrictions. The relation of optimum delivery and the lockdown level means that some of the officials who could be implementing projects might not be available due to consideration of the DPSA directives and protocol relating to the employees within the vulnerable groups. It is apparent that the work environment has evolved and that a hybrid system needs to be considered to support optimum delivery.

Following the merger of the Department, the ICT Unit had to prioritise setting up the new DSAC domain, including merging and migration of different systems to the new DSAC domain, which took a lot of time and effort from the ICT team. The advent of the COVID-19 pandemic also meant that, going forward, the Department will be more dependent on ICT to function. As such, DSAC will have to prioritise the automation of various business processes to ensure that its business units can operate remotely and on site. Systems need to be put in place to enable the Department to liaise with various stakeholders and for service delivery to continue through technological means. The other project that had to be prioritised in 2021/22 was the COVID-19 Relief Fund. The ICT Unit was at the centre of the relief fund in providing support and systems to enable processing and adjudication of applications.

likely to negatively affect the spending of the budget and related servicing of artists, athletes and sport and recreation bodies. To mitigate this, the recruitment process is in motion, with interviews for some posts already held. The Department is also undertaking an organisational review, the results of which will replace the current start-up structure.



The anomaly of the budget for infrastructure activities located within Programme 2 while functions lie elsewhere will be managed until the organisational review is concluded so that there is an alignment of responsibility with accountability.

While the budget was cut to attend to other national priorities as directed by the NT, targets for various output indicators have also been cut. This is because the work of the Department is reliant on people coming together, travelling and occupying common spaces whether playing sport, taking part in arts and culture or attending heritage-related activities. With the aforesaid developments, the Department is doing its best to ensure adequate capacity towards speedy processing and final assessment of social relief offered to practitioners and other identified stakeholders in the sport, arts and culture sector.

In terms of internal stakeholder engagement, the policies of the Department are shared with all staff for input before they are presented to top management for adoption or approval. Planning is also a consultative process; planning sessions are held with management and relevant staff in the initial phases and later with all staff before the planning is concluded. This is to enable all staff members to understand where they fit in in the bigger picture. The reporting process is report based; project managers report to Monitoring and Evaluation and once the initial assessment is completed, programme performance review sessions are held. This is a precursor to the departmental performance review session that takes place before the meeting with the Audit Committee and the Portfolio Committee.

The Monitoring and Evaluation Unit experienced the following hindrances when collating performance information in previous cycles: (1) Lack of quality assurance within the branches prior to submission of the reports to Monitoring and Evaluation; (2) Delays in the submission of the portfolio of evidence

(reports) by the beneficiaries; and (3) Indicators whose implementation is not fully in the control of the Department. Cognisance was taken of these when planning for 2022/23. To address this the Performance Information Reporting Guidelines are being converted into a Policy for Performance Monitoring and Reporting of Predetermined Objectives to enhance compliance by effecting consequence management for non-compliance.

## 1.2 OVERVIEW OF THE 2022/23 BUDGET AND MTEF ESTIMATES

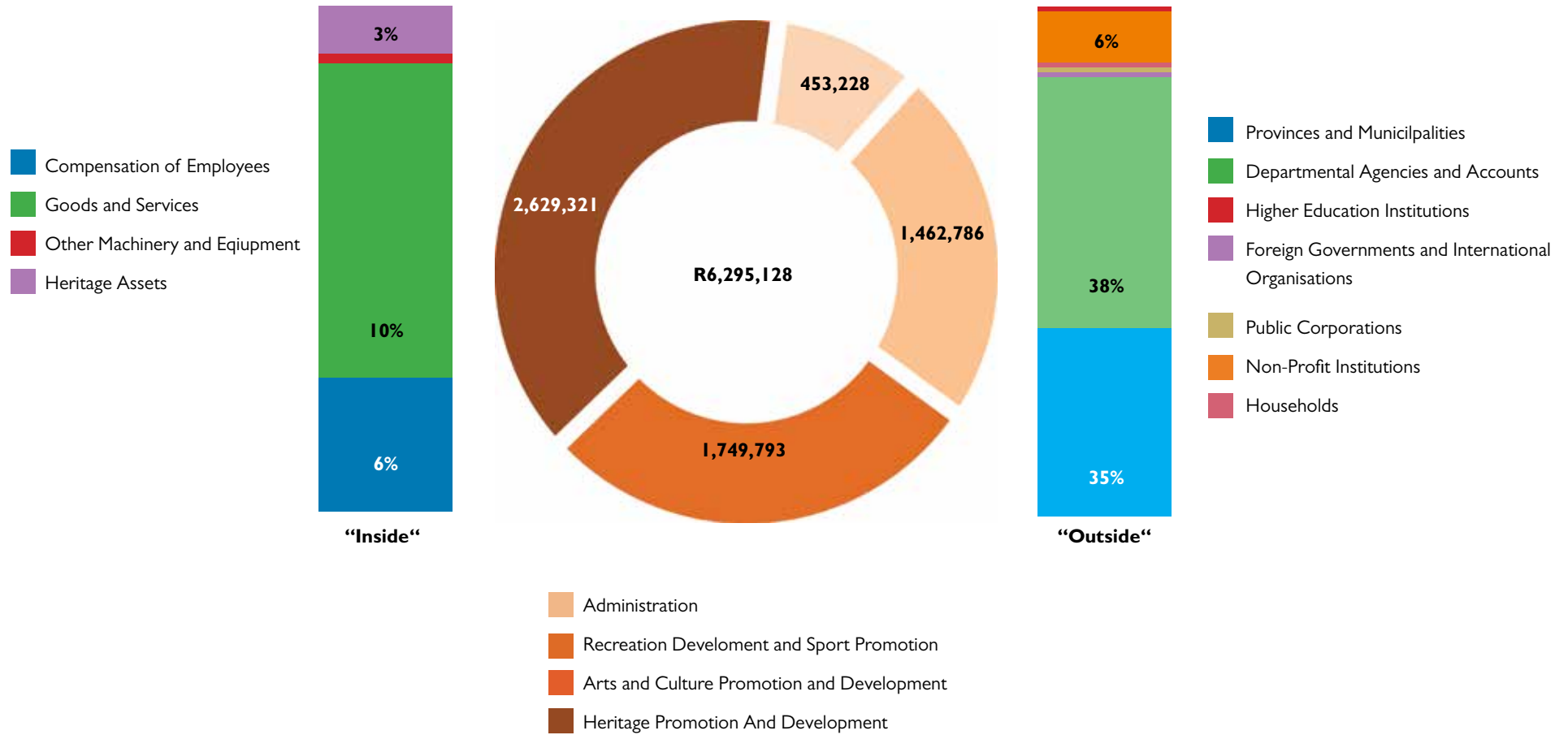
The BPF, previously referred to as the Mandate Paper, is prepared by the DPME on an annual basis as an input into the national budget process and the budget deliberations for the subsequent MTEF. The motivation for such a resource planning instrument is based on (i) the need to confirm priorities given a dynamic environment; (ii) the need to ensure that medium-term priorities remain an area of focus to ensure that our development goals are achieved; and (iii) the need to ensure the realignment of plans and budgets on an ongoing basis.

The 2022 BPF proposes that the following criteria should be considered during budget deliberations:

- Stabilisation
- Recovery
- Efficiency and effectiveness
- Transformation and inclusion; and
- Sustainability.

**Table III: DSAC Vote expenditure trends and estimates by programme and economic classification**

R thousand	Audited outcome		Adjusted appropriation		Medium-term expenditure estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Administration	432,876	458,816	485,287	458,239	453,228	454,856	474,830
Recreation Development and Sport Promotion	1,336,043	1,348,537	982,787	1,467,257	1,462,786	1,482,668	1,549,447
Arts and Culture Promotion and Development	1,198,750	1,192,969	1,562,857	1,287,215	1,749,793	1,778,223	1,375,465
Heritage Promotion and Preservation	2,346,329	2,468,193	2,144,585	2,534,562	2,629,321	2,631,457	2,749,762
<b>Total</b>	<b>5,313,998</b>	<b>5,468,515</b>	<b>5,175,516</b>	<b>5,747,273</b>	<b>6,295,128</b>	<b>6,347,204</b>	<b>6,149,504</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>880,733</b>	<b>938,801</b>	<b>796,198</b>	<b>912,505</b>	<b>1,008,690</b>	<b>1,005,605</b>	<b>1,041,836</b>
Compensation of employees	338,608	346,879	333,740	379,001	376,379	376,422	393,325
Goods and services	542,125	591,922	462,458	533,504	632,311	629,183	648,511
<b>Interest</b>	<b>8,887</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Interest and rent on land	8,887	1	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>4,333,868</b>	<b>4,481,360</b>	<b>4,284,850</b>	<b>4,655,995</b>	<b>5,080,208</b>	<b>5,146,677</b>	<b>4,912,724</b>
Provinces and municipalities	2,011,072	2,121,219	1,520,934	2,087,885	2,176,061	2,174,760	2,272,428
Departmental agencies and accounts	1,797,243	1,866,138	2,233,407	1,945,344	2,370,396	2,421,924	2,069,327
Higher education institutions	5,440	4,445	5,888	7,111	7,394	7,423	7,756
Foreign governments and international organisations	4,265	4,372	5,238	5,650	5,728	5,751	6,010
Public Corporations	120,134	109,161	54,941	118,118	104,869	105,958	110,233
Non-profit institutions	367,343	350,148	444,786	464,003	387,648	401,877	416,906
Households	28,371	25,877	19,656	27,884	28,112	28,984	30,064
<b>Payments for capital assets</b>	<b>90,167</b>	<b>47,511</b>	<b>94,454</b>	<b>178,773</b>	<b>206,230</b>	<b>194,922</b>	<b>194,944</b>
Buildings and other fixed structures	-	-	-	-	-	-	-
Transport equipment	1,429	668	-	-	-	-	-
Other machinery and equipment	18,918	3,913	11,037	25,157	12,847	13,413	14,015
Heritage assets	68,826	39,647	83,302	153,616	193,383	181,509	180,929
Software and other intangible assets	994	3,283	115	-	-	-	-
<b>Payments for financial assets</b>	<b>343</b>	<b>842</b>	<b>14</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>5,313,998</b>	<b>5,468,515</b>	<b>5,175,516</b>	<b>5,747,273</b>	<b>6,295,128</b>	<b>6,347,204</b>	<b>6,149,504</b>



**Figure 1: DSAC 2022/23 Expenditure Allocation**

In its efforts to enable transformed, capable and professional sport, arts and culture sectors, over the medium term, the Department will focus on: promoting and protecting heritage; creating job opportunities in the cultural and creative sector; and providing integrated and accessible sport infrastructure and events.

Total expenditure is expected to increase at an average annual rate of 2.3 per cent, from R5.7 billion in 2021/22 to R6.1 billion in 2024/25. Transfers and subsidies account for an estimated 80.7 per cent (R15.1 billion) of the Department's spending over the medium term. The Department's total budget over the medium term is R18.8 billion after a baseline increase of R7.8 million for salary adjustments in 2022/23, and a total of R902 million in the first two years of the MTEF period for the presidential employment initiative for the creative industry.

In order to expand access to knowledge and information, the Department plans to build 96 new libraries, upgrade 135 community libraries and procure 310 000 library materials over the medium term through the *community library services grant*. An estimated 43 per cent (R8 billion) of the Department's budget over the medium term is set to go to the *Heritage Promotion and Preservation* programme, of which, R4.7 billion is earmarked for the *Public Library Services subprogramme* and R1.9 billion for the *Heritage Institutions subprogramme*, to be transferred to museums for operations.

To increase the pool of heritage professionals, over the medium term, 135 students will be awarded with bursaries for heritage studies. The *Infrastructure Support subprogramme* in the *Recreation Promotion and Sport Development* programme receives R1.5 billion over the MTEF period to build, repair and renovate buildings belonging to public entities and other institutions in the arts, culture and heritage sector.

As part of the Department's efforts to realise the potential of cultural and creative industries to stimulate growth and contribute to South Africa's economy, over the medium term, a targeted 900 artists will be placed in schools to teach art and 750 language bursaries will be awarded to develop qualified language practitioners. Funding for this is within the *Mzansi Golden Economy subprogramme's* allocation of R1.8 billion over the MTEF period, accounting for 34.4 per cent of the *Arts and Culture Promotion and Development* programme's budget of R4.9 billion. The allocation to the *Mzansi Golden Economy subprogramme* will also enable the arts and youth development programme to create a targeted 3 600 job opportunities over the medium term.

A further 45 heritage bursary graduates are expected to be placed in jobs over the period ahead through an allocation of R5.8 million in the *Heritage Promotion subprogramme* in the *Heritage Promotion and Preservation* programme. The Department is allocated an additional R440 million in 2022/23 and

R462 million in 2023/24 for the creative industry as part of the presidential employment initiative, which targets the creation of 24 405 job opportunities in each year. Sectors to be considered as part of the intervention include performance and celebrations (including the areas of theatre, dance and opera), audio-visual and interactive media, visual arts and craft (including public art), design and creative services, books and publishing (including indigenous language development and promotion), cultural and natural heritage, and human language technologies.

Sport has the potential to bring together diverse groups and create a socially cohesive society with a common national identity. In recognition of this, the Department has allocated a total of R4.5 billion to the *Recreation Development and Sport Promotion* programme over the MTEF period, of which the *mass participation and sport development grant* receives R1.8 billion. This is inclusive of an allocation of R60 million to Netball South Africa to host the Netball World Cup in 2023. The mass participation and sport development grant aims to increase citizens' access to sport and recreation activities. To encourage the development of young people through sport and enable them to showcase their skills at events such as the national school sport championship, an estimated 49.2 per cent (R2.2 billion) of the programme's budget is allocated to the *Active Nation subprogramme* over the MTEF period.

In tracking performance against budget, the following indicators have been selected and included in the 2022 Estimate of National Expenditure (ENE):

1. Number of people actively participating in organised sport and active recreation events per year.
2. Number of learners in the national school sport championship per year.
3. Number of schools, hubs and clubs provided with equipment and/or attire as per the established norms and standards per year.
4. Number of athletes supported by sports academies per year.
5. Number of athletes supported through the scientific support programme per year.
6. Number of community conversations/dialogues implemented to foster social interaction per year.
7. Number of artists placed in schools per year.
8. Number of bursaries awarded for the development of qualified language practitioners per year.
9. Number of projects in the creative industry supported through the Mzansi Golden Economy programme per year.
10. Number of libraries financially supported per year.
11. Number of students awarded with heritage bursaries per year.



*Inspiring A Nation Of Winners*



## **PART C:**

# **MEASURING OUR PERFORMANCE**





## INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

### I. PROGRAMME I: ADMINISTRATION

**I.1. PURPOSE:** provide strategic leadership, management and support services to the Department.

The Programme has the following subprogrammes:

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

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>CORPORATE SERVICES</b>									
Compliant and responsive governance	Internship programme/uptake	ADMIN 1.1 Percentage of interns enrolled against funded posts	6,8%	-	5,8%	5%	5%	5%	5%
Compliant and responsive governance	Services modernized	ADMIN 1.2 Number of prioritised manual services modernised	3	2	0	2	2	2	2
Transformed, capable and professional sport, arts and culture sector	SAC awareness campaigns	ADMIN 1.3 Number of SAC awareness campaigns activated to profile the work of the Department	8	7	4	9	4	4	4
A diverse socially cohesive society with a common national identity	Izimbizo hosted	ADMIN 1.4 Number of Izimbizo held	20	20	-	-	9	9	9



Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>OFFICE OF THE CHIEF FINANCIAL OFFICER</b>									
Compliant and responsive governance	Turnaround time for invoices paid	ADMIN 1.5 Percentage of valid invoices paid within 30 days	99,7%	99,5%	99,92%	100%	100%	100%	100%
Compliant and responsive governance	Fully constituted councils/boards of public entities	ADMIN 1.6 Percentage of councils/boards that are fully constituted	NPI	NPI	100%	100%	100%	100%	100%

NPI - New Performance Indicator

### 1.3 INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
ADMIN 1.1 Percentage of interns enrolled against funded posts	5%	-	-	-	5%
ADMIN 1.2 Number of prioritised manual services modernised	2	-	-	-	2
ADMIN 1.3 Number of SAC awareness campaigns activated to profile the work of the Department	4	-	-	-	4
ADMIN 1.4 Number of Izimbizo held	9	3	3	2	1
ADMIN 1.5 Percentage of valid invoices paid within 30 days	100%	100%	100%	100%	100%
ADMIN 1.6 Percentage of councils/boards that are fully constituted	100%	100%	100%	100%	100%



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

The outputs delivered in Programme 1 contribute predominately to DSAC Outcome 3: Transformed, capable and professional sport, arts and culture sector, and 5: Compliant and responsive governance as illustrated Annexure E.

**Interns enrolled against funded posts:** the Internship Programme is one of the structured developmental programmes that form part of a strategy to combat the rising levels of unemployment among the youth. It serves as a vehicle to fight unemployment and to assist the development of skills as well as attracting future public servants by providing work experience to unemployed youths and graduates. The Programme in DSAC runs for a prescribed period of 24 months. As such, enrolment cannot be done each financial year because of required resources such as equipped workstations and budget for the payment of stipends. The number of interns appointed is set to translate to 5% of the number of funded posts. Graduate interns are enrolled in the Programme through an open competition recruitment process for all available opportunities. The successful applicants are placed in different Chief Directorates/Directorates in line with their respective qualifications. All interns are also assigned mentors who are trained to facilitate effective mentorship throughout the duration of the Programme. The Programme is continuously monitored through submission to the Chief Directorate: Human Resource Management of quarterly performance reviews by interns aligned to the performance agreements they signed with their respective mentors. The percentage of interns who secure employment either within the Department or externally before the expiry of the Programme is minimal, due to the high level of unemployment and competition in the labour market. To enhance the effectiveness of the Programme, it would be desirable to have exit initiatives that would enhance the likelihood of interns securing or creating own employment.

**Prioritised manual services modernised:** lessons learnt from the advent of the COVID-19 pandemic have necessitated that the Department vigorously pursue a modernization of services programme as part of the long-term ICT Digital Strategy. Using the foundation created with the implementation of the new systems for DSAC, the ICT Unit will prioritize the implementation of storage solutions to support the digitization programme at the National Archives and Records Service of South Africa. Furthermore, based on the various ICT requirements from business units, the ICT Unit will implement systems and databases to manage content from the sport, arts, culture and heritage sectors.

**SAC awareness campaigns to profile the work of the Department:** the Department will continue to implement the planned awareness campaigns through virtual campaigns to minimise the spread of the COVID-19 Pandemic. The campaigns will be live-streamed on all DSAC digital platforms and the television broadcasters have been brought on board to broadcast the events. Opinion pieces will be placed in newspapers and adverts will be aired through radio stations. The Department will save costs because of the virtual campaigns to be undertaken, as there will be no inter-provincial travelling or physical hosting of celebrations.

Articulated in our vision to drive a socially cohesive and inclusive nation, means that the campaigns identified for implementation will deliver to the cross-cutting issues of government and in turn of the Department - namely: Social Cohesion and Nation Building; and GBVF.

The delivery of the 4 campaigns identified by the Marketing and Communications Chief Directorate will be centred around the implementation of advancing how to achieve a socially cohesive society without GBVF through the realisation of the 9 values emanating from the Charter of Positive Values.

Each of the 4 campaigns will endeavour to advance articulation of the Charter of Positive Values:

- Identifying sets of values each campaign must drive and visualise
- Develop measuring metric of before and after in driving promotion of those values
- Reporting on progress made in advancing the adoption of these values.

Key to this implementation are the brand building campaigns intended to promote the Department's programmatic content whilst endeavouring to ensure that these campaigns activate good reputation of the Department. The highlighting of these campaigns should not exclude the work being done regularly by the Marketing and Communications Chief Directorate as a support function in the provision of services of marketing, eventing and communications for events of the Department which are also message drivers of these campaigns.

### Campaign 1: I Choose 2 B Active 365 Days Campaign

This is the 365 days' campaign which has been monthly activated through promotion of what the Department is doing to address the skyrocketing obesity rates impacted upon by sedentary lifestyles amongst South Africans.



This campaign which responds to the 2030 NDP Mandate of seeing at least 50% of South Africans physical active - will see the Chief directorate continue with programmatic interventions which monthly are:

- Community outreach Boot camp activation in a previously-marginalised community such as the township and or rural environment wherein such community cannot afford the typical services of going to gym and exercising.
- Educational Webinar Activation which sees initiating thought leaders accompanied by those with successful stories in embracing a lifelong health and wellness culture
- Virtual Gym Classes Activation which sees three times a week promotion of exercise routines by South Africans in the comfort of their homes and giving access to this content of YouTube platforms
- Physical Activity Affirmation Content Plan providing digital marketing content which uses video posts showcasing how to do exercises from home and how to embrace healthy living.

It is envisaged that in 2022 an awards recognition platform will also be conceptualised which is intended to celebrate the Nation of Winners in this space who are drivers of a lifelong wellness culture in our society whilst visualising how the campaign is invested in nation building and social cohesion.

There are 5 programmatic interventions which will be used to promote the I Choose 2 B Active mandate. These 5 programmatic interventions (branded platforms curated to speak to specific objectives of the campaign) will be advertised using Above the Line & Below The Line media platforms - namely TV, Radio, Print & Digital media are:

1. I Choose 2 B Active Virtual Gym
2. The Streets Are Calling
3. Ayihlome Ihlasele Boot Camp
4. Womandla in Fitness Webinar
5. I Choose 2 B Active Awards

### Campaign 2: I Am The Flag Campaign

The greatest impact of any hosted national event is the inclusive atmosphere it helps to create in helping to achieve social change. The three constructs - namely sports, arts and culture are interwoven tools to the delivery of social change and invariably the cohesiveness of our society.

The second campaign being embarked on by the unit interweaves these 3 constructs as well as our national symbols whilst uplifting the #FlyTheFlag messaging as ribbon which interweaves our campaign message. Key citizenry insight driving this campaign is that to date we have yet to execute critical message which unpacks the rationale behind the symbols of our nation - both as features as well as what they personify in relation our values. The realisation of promotion of such a message will enable South Africans to find resonance with the personification of the national symbols as they represent our societal values. It is against this background, that the campaign which will be a 365 days' activation is executed through:

- National Symbols Deciphering - Deciphering the meaning behind the curation, selection and relevance of the national symbols of SA and how these are interwoven into the very fibre of the cultural capital and values of our society - namely the customs, traditions, language, and diverse religions of our community.
- Constitution Values and Principles Unravelling: Educate South Africans how each and every National symbol finds expression in who we are and that which we do: our rich and diverse outlook and our understanding of the world.
- Celebration of our Nation as Winners: Showcase how our national symbols serve to inspire a nation of winners in us because they encapsulate our values, way of life of us as a country, our heritage, our creativity, inventive, as well as our aesthetic modalities.
- Tangible Evidence of a Winning Nation: Personify through the use of arts, culture and sport practitioners how the values of our constitution, national symbols and what the flag represents are brought out in enabling us to become a nation of winners.

This campaign will find resonance in visualisation with each national day and or build up to a national day as it was the case with its launch in January 2022. Through activations involving community outreaches and social dialogues amplified by a television commercial produced to advance focus on each national symbol every two months and its values in relation to the flag and the constitution; intent is to deliver to the key message of personifying with tangibility SA's National Symbol's cultural capital as a resource to national building and social cohesion.



There are 4 programmatic interventions which will be used to promote the I Am The Flag mandate. These 4 programmatic interventions (branded platforms curated to speak to specific objectives of the campaign) will be advertised using Above The Line & Below The Line media platforms - namely TV, Radio, Print & Digital media are:

1. Values of the I Am the Flag Advertising Campaign
2. Schools' I Am the Flag Educational Drive
3. I Am the Flag Dialogues
4. Make The Flag Fashionable

#### Campaign 3: My National Day Campaign

As a custodian of managing the awareness of public national days which form part of the South African calendar of events - driving a social cohesive and winning nation by advocating patriotism through national days mandates the need to create an umbrella strategy that showcases an interweaving engagement from one national day to the next in building on the key message of patriotism throughout the year.

The big idea here will see the Department embrace the following;

- Develop a distinct corporate identity for national days
- The commemoration of National Days as an identity
- The individual 6 National Days and the International Nelson Mandela Day as commemorated and led by DSAC.

Then develop a 2-pronged marketing content plan which promotes

#### Holistic campaign of WHY NATIONAL DAYS:

- The role of National Days in fostering social cohesion
- The history of our country in winning despite past adversities.

#### In turn, individual campaign's activations of each of the commemorated month/day:

- Monthly activation plan promoting the specific month and day
- Mobilisation campaign promoting event attendance/viewership at respective venues in the country
- Drive active citizenry participation or call to action for that specific month/day.

There are 4 programmatic interventions which will be used to promote the My National Day mandate. These 4 programmatic interventions (branded platforms curated to speak to specific objectives of the campaign) will be advertised using Above The Line & Below The Line media platforms - namely

TV, Radio, Print & Digital media are:

1. My National Day
2. Inspiring a Nation of Readers
3. My Heritage Your Heritage Recognition Excellence
4. Visit SA Museum.

#### Campaign 4: Beyond Conversations

Beyond Conversations Campaign embarks on targeting the sport, arts and culture sector with the intent of amplifying interventions which contribute to the upliftment of the sector.

Key to note is that the campaign will enable the Department to address the concerns of the sector within the South African community through a proactive 4-pronged operational model which is actioned as follows:

**ENGAGE:** Engage community analysing CHALLENGES against the identified Charter of Positive Values metrics

**MAP:** Identified roots of the challenges the community is experiencing & IDENTIFY interventions which need addressing in that community.

**REPORT:** Communicate back to the community what is identified from discussions held and pave the way forward so as to ensure that there is public accounting for the state of social cohesion

**MOBILISE & ACTION:** Through MINISTRY IZIMBIZO - revert back to the sector with an articulated & measurable plan on how the challenges of the sector will be resolved with clear timelines.

There are 4 programmatic interventions which will be used to promote the Beyond The Conversations mandate. These 4 programmatic interventions (branded platforms curated to speak to specific objectives of the campaign) will be advertised using Above The Line & Below The Line media platforms - namely TV, Radio, Print & Digital media are:

1. Community Conversations
2. Mshayeli Drive
3. Asisadlali Activation
4. Izimbizo.

It is imperative that there is alignment of delivery between the 4 campaigns with the events scheduled for implementation by different branches whose content marries with the campaigns at hand. This will ensure that campaign messaging has an even greater reach, impact and asides to the far-wider community because the branches concerned emulate the model of marketing implementation envisioned for achieving the objectives of that campaign.

Below are the identified departmental activations and events that support the campaigns at hand:

**Table IV: DSAC Activations and Events**

OUTCOME	I AM THE FLAG	I CHOOSE 2 B ACTIVE	MY NATIONAL DAY	BEYOND CONVERSATIONS
<b>ACTIVATIONS</b>	<ul style="list-style-type: none"> <li>• Values of the I Am The Flag Advertising Campaign</li> <li>• Schools' I Am The Flag Educational Drive</li> <li>• I Am The Flag Dialogues</li> <li>• Make The Flag Fashionable</li> </ul>	<ul style="list-style-type: none"> <li>• I Choose 2 B Active Virtual Gym</li> <li>• The Streets Are Calling</li> <li>• Ayihlome Ihlasele Boot Camp</li> <li>• Womandla In Fitness Webinar</li> <li>• I Choose 2 B Active Awards</li> </ul>	<ul style="list-style-type: none"> <li>• My National Day</li> <li>• Inspiring a Nation of Readers</li> <li>• My Heritage Your Heritage Recognition Excellence Awards</li> <li>• Visit SA Museum</li> </ul>	<ul style="list-style-type: none"> <li>• Community Conversations</li> <li>• Mshayeli Drive</li> <li>• Asisadlali Activation</li> <li>• Izimbizo</li> </ul>
<b>DSAC EVENTS</b>	<ul style="list-style-type: none"> <li>• Refurbishment Activation</li> <li>• Monument Flag</li> <li>• Government Buildings</li> <li>• Schools</li> </ul>	<ul style="list-style-type: none"> <li>• Move 4 Health Day</li> <li>• Big Walk</li> <li>• National Recreation Day</li> </ul>	<ul style="list-style-type: none"> <li>• Human Rights Day</li> <li>• Freedom Day</li> <li>• Youth Day</li> <li>• Women's Day</li> <li>• Heritage Day</li> <li>• Reconciliation Day</li> </ul>	<ul style="list-style-type: none"> <li>• Izimbizo</li> <li>• Community Conversations</li> </ul>

**Izimbizo hosted:** The Izimbizo are meant to enable the political principals to interact directly with communities and sector practitioners, discussing the sport, arts and culture-related needs, concerns, and how government can assist in creating an enabling environment towards meeting such needs. They thus, promote interactive governance and active participation of the public in implementation of government programmes. The SAC political principals may at some Izimbizo, be accompanied by political principals representing other sectors and spheres of government. There will be at least 1 Izimbizo per province, anchored around the following themes: Freedom Day; Africa Month; Youth Day; Mandela Day; Women's Day; Heritage Day; 16 Days of Activism; Reconciliation Day; and Human Rights Day.

**Valid Invoices paid within 30 days:** the Department will continue to adhere to the regulations of ensuring that valid invoices are paid within 30 days. This is important to honour the departmental commitment and improve the viability of SMMEs. Relevant officials are always available to process

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

**Councils/boards fully constituted:** the appointment of councils/boards of public entities is to ensure that there is an accounting authority responsible for the affairs of each institution as per enabling legislation. It is also to ensure that public entities comply with the principles of good governance. Selection is regulated by the legislation and regulations applicable to each public entity. It is made based on qualifications and experience of serving in a governance structure. Calls for nominations are published in the print and electronic media, whereafter interviews are held with selected candidates.



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

**Table V: Administration expenditure trends and estimates by subprogramme and economic classification**

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Subprogrammes</b>							
Ministry	8,759	8,704	4,379	5,698	4,515	4,583	4,789
Management	96,352	87,067	59,940	79,945	71,881	71,239	74,426
Strategic Management and Planning	15,986	20,095	17,836	23,438	21,819	21,610	21,691
Corporate Services	152,976	162,386	146,918	166,522	161,561	164,343	172,169
Office of the Chief Financial Officer	57,767	69,779	59,054	62,315	68,062	66,973	69,983
Office Accommodation	101,036	110,785	197,160	120,321	125,390	126,108	131,772
<b>Total</b>	<b>432,876</b>	<b>458,816</b>	<b>485,287</b>	<b>458,239</b>	<b>453,228</b>	<b>454,856</b>	<b>474,830</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>409,495</b>	<b>445,787</b>	<b>473,308</b>	<b>432,980</b>	<b>440,277</b>	<b>441,339</b>	<b>460,706</b>
Compensation of employees	171,290	183,980	168,890	186,013	183,610	183,160	190,749
Goods and services	238,205	261,807	304,418	246,967	256,667	258,179	269,957
<b>Interest</b>	-	1	-	-	-	-	-
Interest and rent on land	-	1	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>2,072</b>	<b>4,663</b>	<b>930</b>	<b>102</b>	<b>104</b>	<b>104</b>	<b>109</b>
Provinces and municipalities	2	4	26	-	-	-	-
Departmental agencies and accounts	77	77	-	102	104	104	109

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Higher education institutions	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Public Corporations	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	1,993	4,582	904	-	-	-	-
<b>Payments for capital assets</b>	<b>21,137</b>	<b>7,677</b>	<b>11,037</b>	<b>25,157</b>	<b>12,847</b>	<b>13,413</b>	<b>14,015</b>
Buildings and other fixed structures	-	-	-	-	-	-	-
Transport equipment	1,429	668	-	-	-	-	-
Other machinery and equipment	18,714	3,877	11,037	25,157	12,847	13,413	14,015
Heritage assets	-	-	-	-	-	-	-
Software and other intangible assets	994	3,132	-	-	-	-	-
<b>Payments for financial assets</b>	<b>172</b>	<b>688</b>	<b>12</b>	-	-	-	-
<b>Total</b>	<b>432,876</b>	<b>458,816</b>	<b>485,287</b>	<b>458,239</b>	<b>453,228</b>	<b>454,856</b>	<b>474,830</b>

A narrative on the budget in relation to outputs is consolidated in *Part B: Our Strategic Focus under Overview* of the 2022/23 Budget and MTEF Estimates.



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

**2.1 PURPOSE:** support the provision of mass-participation opportunities, the development of elite athletes, and the regulation and maintenance of facilities.

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

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

The Programme is focused on achieving the following core objectives in 2022/23:

- Encourage an active nation and contribute to improving the overall wellbeing of South Africans through lifelong participation in active recreation by facilitating the delivery of at least five active recreation programmes, reaching at least 45 000 participants.
- Inspire lifelong physical activity by providing mass sport participation opportunities to at least 5 000 community members in three sport promotion events.
- Increase learners' access to sport at schools by supporting 75 000 learners to participate in district school sport championships and 5 000 learners in the national school sport championship, and by providing equipment and attire to 2 500 schools, hubs and clubs.
- Increase the provision of opportunities for mass participation in sport and recreation in all provinces by providing management and financial support through the mass participation and sport development grant.
- Develop an ethical sporting sector by financially supporting the South African Institute for Drug-Free Sport and ensuring that commitments to the World Anti-Doping Agency are upheld.
- Advance an effectively and efficiently regulated boxing sector by supporting Boxing South Africa as an entity of Government.

- Create an enabling environment that supports high-performance athletes to excel at international level, thereby inspiring a winning nation.
- Contribute towards a winning nation by coordinating scientific support services for 80 elite athletes.
- Improve the delivery of sport and recreation by providing financial and non-financial support to 60 sport and recreation bodies.
- Foster transformation within the sport and recreation sector by monitoring the implementation of the Eminent Persons Group (EPG) findings and recommendations of 19 sport federations and broadly helping them to reach their respective transformation targets by March 2023. Ensure the EPG findings and recommendations of identified sporting federations are implemented.
- In partnership with the communications unit, showcase South African sports stars by hosting four events (the South African Sports Awards, the Ministerial Outstanding Sports Performance Accolades, the Andrew Mlangeni Green Jacket Awards and the Honouring Women in Sport Awards) that acknowledge achievements in the sport and recreation sector.
- Provide accessible infrastructure to communities by constructing 10 community gyms and play parks, and 10 multipurpose sports courts.
- Help 50 municipalities to comply with facility norms and standards by providing technical and/or management support during the construction phase of sport and recreation facilities.
- Preserve and promote South African heritage, a national memory, and an informed reading nation by constructing, upgrading, maintaining, repairing, and renovating the Department's buildings, and providing quarterly progress reports dealing with developing and/or maintaining three heritage legacy facilities (the Isibhubhu Cultural Arena, the Sarah Baartman Centre and the J L Dube Amphitheatre).
- Financially support 18 public entities with their infrastructure upgrades.

### Sub-programmes

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



## 2.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>WINNING NATION</b>									
Transformed, capable and professional sport, arts and culture sector	High-performance athletes supported to achieve success in international sport	RDSP 2.1 Number of athletes supported through the scientific support programme per year  (MTSF: $80 + 40 + 80 + 80 + 80 = 360$ )  <b>(ENE: 80)</b>	200	175	40	80	80	80	80
Transformed, capable and professional sport, arts and culture sector	Athletes developed by sports academies.	RDSP 2.2 Number of athletes supported by sports academies  (MTSF: $3\,700 + 1\,850 + 3\,700 + 3\,700 + 3\,700 = 16\,650$ )  <b>(ENE: 3 700)</b>  <b>Standardised</b>	5 548	4174	2 249	3 700	3 700	3 700	3 700
Transformed, capable and professional sport, arts and culture sector	Transformation in sport and recreation	RDSP 2.3 % of national federations meeting 50% or more of all prescribed charter transformation targets  (MTSF: 100%)	47%	74%	63.2%	78.9%	89.5%	100%	100%



Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>ACTIVE NATION</b>									
A diverse, socially cohesive society with a common national identity	Participation in sport and recreation promoted by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs	RDSP 2.4 Number of people actively participating in organised sport and active recreation events  (MTSF: 350 000 + 5 000 + 330 000 + 315 000 + 295 000 = 1 295 000)  <b>(ENE: 315 000)</b>	451 996	462 592	58 439	330 000	315 000	295 000	296 561
A diverse, socially cohesive society with a common national identity	Participation in sport and recreation promoted by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs	RDSP 2.5 Number of sport and recreation promotion campaigns and events implemented.  (MTSF: 8 + 2 + 8 + 8 + 8 = 34)  (ENE: 8)	8	8	3	8	8	8	8
Transformed, capable and professional sport, arts and culture sector	Participation in sport and recreation promoted by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs	RDSP 2.6 Number of schools, hubs and clubs provided with equipment and/or attire as per the established norms and standards  (MTSF: 2 500 x 5 = 12 500)  <b>(ENE: 2 500)</b>  <b>Standardised</b>	2 963	3 762	3 936	2 500	2 500	2 500	2 500

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Transformed, capable and professional sport, arts and culture sector	Talented athletes developed	RDSP 2.7 Number of learners in the National School Sport Championship per year.  (MTSF: $5\,000 \times 4 = 20\,000$ )  (ENE: 5 000)	6 316	5 408	0	5 000	5 000	5 000	5 000
Transformed, capable and professional sport, arts and culture sector	Participation in sport and recreation promoted by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs	RDSP 2.8 Number of learners participating in the district school sport tournaments  (MTSF: $50\,000 + 0 + 75\,000 + 75\,000 + 75\,000 = 275\,000$ )	120 345	164 413	0	75 000	75 000	75 000	75 000
<b>INFRASTRUCTURE SUPPORT</b>									
Integrated and accessible SAC infrastructure and information	Participation in sport and recreation promoted by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs	RDSP 2.9 Number of municipalities provided with technical and/or management support during construction.  (MTSF: $40 + 35 + 50 + 50 + 50 = 225$ )  (ENE: 50)	38	43	35	50	50	50	50



Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Integrated and accessible SAC infrastructure and information	Participation in sport and recreation promoted by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs	RDSP 2.10 Number of community outdoor gyms and children's play parks constructed  (MTSF: $10 \times 5 = 50$ )  (ENE: 10)	10	10	10	10	10	10	10
Integrated and accessible SAC infrastructure and information	National heritage legacy facilities developed.	RDSP 2.11 Number of heritage legacy facilities (including the Resistance and Liberation Heritage Route [RLHR] sites) developed and/or maintained to transform the national heritage landscape.  (MTSF: $1 + 1 + 3 = 5$ )	4	1	2	3	3	3	3



## 2.3 INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
RDSP 2.1 Number of athletes supported through the scientific support programme per year.	80	-	30	40	10
RDSP 2.2 Number of athletes supported by sports academies.	3 700	500	1 000	1 200	1 000
RDSP 2.3 % of national federations meeting 50% or more of all prescribed charter transformation targets	89.5%	-	-	-	89.5%
RDSP 2.4 Number of people actively participating in organised sport and active recreation events.	315 000	45 000	90 000	90 000	90 000
RDSP 2.5 Number of sport and recreation promotion campaigns and events implemented.	8	1	2	3	2
RDSP 2.6 Number of schools, hubs and clubs provided with equipment and/or attire as per the established norms and standards.	2 500	-	500	1 000	1 000
RDSP 2.7 Number of learners in the National School Sport Championship per year.	5 000	-	2 500	2 500	-
RDSP 2.8 Number of learners participating at the district school sport tournaments.	75 000	10 000	30 000	30 000	5 000
RDSP 2.9 Number of municipalities provided with technical and/or management support during construction.	50	50	50	50	50
RDSP 2.10 Number of community outdoor gyms and children's play parks constructed.	10	-	-	-	10
RDSP 2.11 Number of heritage legacy facilities (including the Resistance and Liberation Heritage Route [RLHR] sites) developed and/or maintained to transform the national heritage landscape.	3	-	-	-	3

NPI - New Performance Indicator.

MTSF - Revised Medium Term Strategic Framework (March 2021) The MTSF targets are provided for 2019/20 to 2023/24 in brackets.

**ENE** - This is a SELECTED PERFORMANCE INDICATOR as documented in the 2022 Estimate of National Expenditure.

**ENE** - Although this is not a selected performance indicator, the target has been committed in the 2022 Estimate of National Expenditure.



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

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

### WINNING NATION

The Subprogramme has as its key outputs the support of high-performance athletes to achieve success in international sport, and the development of talented athletes by providing them with opportunities to excel at various sports competitions.

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

**Athletes supported through the scientific support programme:** the Athlete Support Programme seeks to provide dedicated support to talented athletes identified by national federations to reach their optimal performance. Special focus is on athletes from disadvantaged communities. The support provided is to a maximum value of R50 000 a year. Support to previously disadvantaged individuals (women and athletes with disabilities) remains critical in Government's endeavour to achieve transformation in sport. A reduction in the budget would result in fewer athletes being supported or the magnitude and scale of support being reduced. The services rendered to the athletes are through coaches and additional support is provided through specialist sport scientists, which contributes to job creation. Support provided contributes to the advancement of athletes and, for the sector, to a desirable level of professionalism.

**Athletes supported by the sports academies:** the indicator seeks to provide dedicated support to talented athletes who are at a provincial level with the potential of progressing to the national level of the high-performance sport system. Support is given to athletes who have been identified by different provincial sport federations. The support provided is 45% of the total conditional grant given to provincial sports academies per year. Support, to previously disadvantaged individuals (women and athletes with disabilities) remain critical in Government's endeavour to achieve transformation in sport. The academies source the services provided to athletes from specialist sport scientists, which therefore contributes to job creation. The Programme, in part, is aimed at capacitating athletes and growing the base of professional as well as competitive athletes.

**Athletes supported through the ministerial sports bursary programme:** Historically the programme supported 50 athletes throughout the country. However, no athletes have been identified in 2020 and 2021 as result of cancellation of the National School Sport Championships due to Covid-19 Pandemic. Only 18 athletes remain on the programme for support during the 2022 / 2023 financial year. The Ministerial bursary program forms part of the basket of services provided in the athlete support program. Athletes supported through the Ministerial Bursary seeks to provide dedicated support to athletes who have been identified to have potential talent for further support. While the number of athletes seems to be miniscule for any meaningful impact to be made, the reality is that as new intakes enter the programme, others exit on having completed Grade 12. Support is given to athletes who have been identified by different Sport Federations during the National School Sport Championships and then placed into Sport focus schools. The support provides a maximum of R100 000 per athlete per year from Grade 8-12 for 5 years. Support is provided in particular, to previously disadvantaged individuals (women and athletes with disabilities) remains critical in Governments endeavour to achieve transformation in sport.

The main challenge is that the athletes are identified at the National Championships thereby limiting the number of athletes who may be spotted for inclusion, this often results in the identification of athletes located in a few provinces leaving out a number of potentially capable athletes in the rest of the provinces. The limited time of the championships results in fewer athletes having a chance of being identified. A more beneficial system will be considered in this regard. This indicator is tracked in the operational plan. A database and a tracking system for athletes needs to be developed, but this is a long-term solution that the sector is not ready to implement immediately.

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

**Major international sport and recreation events receiving intra-governmental support per year:** the support provided and coordinated seeks to ensure that events hosted in South Africa meet the minimum protocols, procedures and set standards in the Bidding and Hosting of International Sport and Recreation Events Regulations (the Regulations) to ensure that the events are at world-class level. Some events are assigned to or awarded to South Africa for diplomatic and political reasons, and these do not necessarily follow the Regulations. Currently, there is support of the Inter-Ministerial Committee (IMC) and Technical IMC for the Netball World Cup 2023. Other events that will be supported during 2022/23 will be the Rugby 7s World Cup, which will take place in Cape Town in September and October 2022, and Formula E, which will take place in Cape Town in February 2023. There will also be support for the ICC Women's T20 World Cup in February 2023. These events will contribute immensely to the growth of sport tourism.

Major events hosted in the country have contributed to showcasing South Africa, and to social cohesion and nation building, and have highlighted the success and impact of collaboration between government departments and agencies. Lack of cooperation and compliance with the Regulations by some federations is a challenge and compromises South Africa's ability to stage successful events and poses a potential reputational risk to the country. To mitigate this challenge, national federations will be requested to submit their 5–10-year bidding plans and the Department will work on a major event strategy for South Africa. Major events contribute to increasing the market share of sport industries and are crucial in establishing a national identity, as sport is a major catalyst for social cohesion and nation building. All national federations have been encouraged to address the issue of gender-based

violence, and to use sport as a platform to help heighten awareness of this scourge and encourage men and women to stand up against it.

Support is provided to approved events through the National Coordinating Committee (NATTCOM), which is made up of representatives from various identified national departments such as Home Affairs, Health, The Presidency, DIRCO, SAPS and Finance (SARS), and also the Airports Company of South Africa, SASCOC, international federations, foreign missions based in SA, etc. Assistance is also rendered by representing the Department on the local organising committee of an approved event, thereby ensuring adherence to the Regulations, on which the approval was based. Event hosts and organisers also need to ensure that they adhere to the Safety at Sport and Recreational Events Act, and need to apply for categorization of the event, thereby ensuring the safety of all personnel, participants, spectators, officials, venue staff, etc., during the event. Intra-governmental support is also provided to teams and athletes competing outside of the borders of South Africa by assisting with visa and passport challenges, as well as keeping the relevant SA mission informed of the presence of the team/athletes in the identified country to ensure that consular assistance will be provided should they encounter any problems while training or competing abroad. This indicator is tracked in the Operational Plan.

**National and international sporting events, exhibitions or conferences used to promote sport tourism to South Africa:** DSAC has a National Sport Tourism Strategy, developed over several years and in consultation with all sport and tourism stakeholders. In line with this strategy, sport tourism to South Africa is being promoted in a variety of ways. One major project of the former Department of Sport and Recreation was 'Ekhaya' – a home away from home – for Team South Africa when competing internationally. Multi-coded events such as the 'All Africa Games' (continental), Commonwealth Games, Olympic and Paralympic Games, have been used to showcase a multitude of what South Africa has to offer. 'Ekhaya' was staged in collaboration with other government departments, organisations and companies such as Tourism, the then DAC, the DTIC, and the local chambers of business in the host city, SA Tourism, Brand South Africa, the local embassy or high commission, SASCOC, etc. This would also include services such as a base for the South African team and expatriates to meet; a marketing platform for South Africa, the then Sport and Recreation South Africa and other departments, including sponsors and other stakeholders; as well as providing a function facility for the South African welcoming and closing functions, and South African Night, which would be hosted by the president, the minister of sport, or the ambassador/high commissioner. It also served as a communication and media centre for journalists and where Team SA press conferences were held.



Ekhaya was hosted at a single-coded sporting event for the first time at the Rugby World Cup in New Zealand in 2011. The last Ekhaya was hosted at the 2014 Commonwealth Games in Glasgow. There was an opportunity at the 2021 Dubai Expo during Sport and Tourism month from 1-31 December 2021 under the theme 'sustainability', which took people on our sports and tourism adventures that combined excitement, wonder and a reflection of where we come from as a country, highlighting the economic benefits of sports and tourism industries, including geographical locations, gender issues and diversity. A collaborative approach was embarked on between DSAC, DTI, SA Tourism and the Department of Tourism. The sport, arts and culture programme showcased a spectrum of South African sport, culture and creative products drawn from the music and performing arts, visual arts, books and publishing, crafts, fashion and design, audio-visual and new media, sporting excellence and cultural heritage.

Planning an Ekhaya project at the 2022 Commonwealth Games in Birmingham, UK (COVID travel restrictions permitting) will present the usual challenges of multi-partners and several participants that must synergise to present a seamless SA Showcase at the relevant platforms. Therefore, there is a need to have project structures and clear communication lines to minimize confusion and uncertainty about a common understanding of the roles and responsibilities. This indicator is tracked in the Operational Plan.

This sub-programme also provides support to sport and recreation bodies to ensure that they adhere to acceptable governance principles to achieve effective, efficient and sustainable sports development. The transformation output indicator is supported by the implementation of the findings and recommendations of the Eminent Persons Group (EPG) on Transformation by the Federations. The sub-programme also monitors the programmes aimed at addressing the findings and recommendations of the EPG.

**National Federations meeting 50% or more of all prescribed charter transformation targets:** The main objective of transformation is to ensure equitable access to sport participation opportunity to all South Africans, recognising the constitutional right to sport and harnessing the socio-economic benefits of sport based on a system embracing the values of respect for each other, fair and just behaviour, good governance and innovation embedded in the principle of equitable resource distribution, eliminating of inequalities, access to participation opportunity, skill and capability development at all level and all areas, empowerment of the individual and increased community involvement.

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

of the Charter with a mandate to:

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

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

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



**Sport and recreation bodies receiving financial and non-financial support:** The provision of financial and non-financial support to recognised National Federations is to promote and foster development of sport and recreation in South Africa. Support is provided to sport and recreation bodies in line with the provisions of Section 10 of the Sport and Recreation Act. The Department supports federations to ensure equality in sport while correcting the imbalances. The financial resources are aimed at supporting the development of athletes, coaches and technical support personnel. Funding is provided in two ways, (mainly for administration) and conditional (projects towards achieving the Department’s objectives) as annual grant funding. Support to sport and recreation bodies forms part of the nucleus necessary for a sound sport system. The support is towards both the administration of the sport and recreation bodies although this is minimal. The significant portion of the support is towards programmes and projects. Self-sustainable sport and recreation bodies represent ideal scenario which may contribute to job creation and economic development. However, with the prevailing financial situation within the federations, consideration was made to provide for more allocation towards operational and administrative costs to keep the sport and recreation bodies afloat.

The support engenders compliant and responsive governance of the sport and recreation bodies as these are required to qualify for funding. Whilst the sport and recreation sector has been structured from provincial, national and international level, disputes and conflict are still prevalent. Most of these bodies rely on volunteers and do not have fulltime employees. Collectively these factors lead to instability. Administrative instability often compromises the federation’s ability to attract sponsors and generate revenue. As such, they continuously rely on government support. With the global economic downturn, corporates reduce their sponsorship spend which further crippled the federation’s revenue base. The restrictions due to COVID-19 exacerbate the federations ability to generate revenue as the competitions are held without spectators. The lack of media and broadcast coverage of most sport activity further contributes to reduced ability to generate revenue. Although not all sport and recreation bodies have fulltime employees the sector provides significant job opportunities in direct employment, either of administrator, technical personnel, support services as well as athletes who are contracted to various clubs and associations. Part of the conditional funding is utilized for skills development and capacity building within sport and recreation bodies. This includes coach development, administrator development and team management development. The sport sector that is administratively effective, efficient, with teams that are representative of the demographics of the country and focused on producing world-class athletes, contribute directly towards a winning nation that is socially cohesive. This indicator is tracked in the operational plan.

## ACTIVE NATION

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

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

Targets were reduced when reviewing the commitments made in the MTSF during 2021. However, following the unanticipated length of COVID restrictions these need to be reduced further - this will be done when the MTSF is reviewed again. In the interim the MTSF targets in the Revised MTSF will be used and the following adaptations will be made in order to still try and reach the high participation numbers:

- more frequent, smaller community events that reduce the risk.
- school sport events at school level.
- partnering with other delivery agents who already deliver sport and recreation activities.
- utilise bio-safe arrangements where practically possible (e.g. the PSL bio-bubble).
- undertake activities virtually as per the set guidelines (e.g. participants linked to an instructor/ walking at the same time individually).

While these interventions have an element of success, smaller events multiply the costs of delivery/ staging them. Similarly, the bio-bubble arrangement lacks sustainability because of the high costs involved. Therefore, despite the aforesaid recovery interventions, the Covid-19 challenges are such that some targets may still not be achieved. It is for this reason that during the MTSF mid-term review, targets that cannot be recovered will be reviewed.

**People actively participating in organised sport and active recreation events** are delivered by provinces, which are funded through the mass-participation grant. Participation in sport and recreation needs to be supported through the provision of equipment and attire, especially to needy schools, clubs and hubs. As the delivery of sport equipment and attire involves procurement and delivery that does not involve lots of human contact implementation is thus still possible at various lockdown levels that allow deliveries. Key focus areas for the Department with regard to social cohesion include advocating for transformation in sport and recreation and promoting participation in sport and recreation.



**Sport and recreation promotion campaigns and events:** Active Recreation delivers programmes to improve the health and wellbeing of the nation by providing mass-participation opportunities in various formats to cater for a broad spectrum of participants. Community Sport delivers sport promotion programmes by increasing the number of participants in sport and recreation, with an emphasis on disadvantaged communities. DSAC will continue to fund loveLife with their project priorities aligned to the objectives of the NSRP and DSAC. loveLife will again productively use DSAC events that target the youth as optimal platforms for project implementation. The mission is to develop a movement driven by youth pioneers dedicated to Learn, Lead and Serve, while impacting the lives of others in their pursuit of nation building. Programme 2 will collaborate with Programme 3 on youth development programmes to ensure that the objectives of common programmes continue to be achieved.

The World Move for Health Day will be celebrated on 10 May 2022, in collaboration with the other partners. This is an annual international event created in 2002 by the World Health Organisation (WHO) to promote physical activity. The objectives of national and global actions on Move for Health Day include the generation of public awareness of the benefits of physical activity in the prevention of non-communicable diseases, the promotion of healthy behaviour and lifestyles, and addressing health-related issues such as no tobacco use, healthy diet, and a reduction in violence, stress, and social isolation through sport and physical activity. The Big Walk will be staged on the first Sunday of October, encouraging participation in physical activity. It is aligned with the Association for International Sport for All (TAFISA) World Walking Day, which encourages and lobbies countries to walk by creating advocacy and awareness during October – the department is an affiliated member of TAFISA. Provincial departments will be encouraged to conduct similar walks around their cities on the same day. Considering the dire need for social unification, DSAC, as an Outcome 14 coordinator and lead department, will continue to utilise sport, arts and culture as a vehicle for cohesion.

The UNITE campaign will be delivered, with the Nelson Mandela Sport and Culture Day being the core tenant of this campaign. Cabinet declared an annual National Recreation Day (NRD) for the first Friday of October each year. The intention is for a broader scope of South African citizens to embrace and participate in physical activities for fun and leisure. Provincial departments of sport and recreation across the nine provinces will also put together programmes and awareness campaigns targeting stakeholders at a provincial level. The Indigenous Games Festival will be hosted during

Heritage Month, catering for participants in dibeke, diketo, drie stokkies, kgati, iintonga, kho-kho, ncuva, morabaraba and jukskei. This event forms part of the heritage celebrations in South Africa and elements of a carnival, arts, crafts, an African Food Village, and other related traditional activities are incorporated. These festivities have increased patronage of the Games. Indigenous Games federations have been constituted at a provincial level and the formation of national structures is in progress.

The Ministerial Outreach Programme will continue in 2022/2023 to enhance the capacity of sport and recreation clubs through the provision of sport equipment and attire for struggling clubs and schools. The Outreach Programme affords the Minister an opportunity to interact with the community when formally handing over the sport, arts and culture facilities. The Department plans to respond to the scourge of gender-based violence mainly through awareness-raising activations at mass-participation events, and provincial programmes will also be used to deliver the message of awareness of gender-based violence. Partners of the Department like loveLife and Sport for Social Change will assist in delivering programmes.

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

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

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

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

**Learners in the National School Sport Championships:** school sport remains a core deliverable for DSAC and initiatives in this regard will be delivered through this Programme. School Sport supports the delivery of sport programmes to learners in conjunction with the Department of Basic Education. The Department remains committed to maximising access to sport, recreation and physical activity in every school in South Africa and is unapologetic about rolling out functional sport in schools. This Programme will remain the flagship programme in the Department, with the focus being implementing a long-term participant development model. Young people are given opportunities to showcase their skills at events such as the National School Sport Championships, which expose South African sporting talent to national federations and talent scouts. Following an evaluation in 2016, the number of age categories in the Championships has been reduced, and now comprises four segments that correspond more closely with the training and event cycles of the 16 priority sporting codes as well as the Indigenous Games Festival.

The Championships are usually held during school holidays, in autumn (2 sporting codes), winter (7 sporting codes) and summer (7 sporting codes). Learners also take part in the Indigenous Games Festival during the heritage month of September. Future reporting on this indicator will be per each segment and not as a consolidation of the four events into one championship (where 4 events must happen to claim achievement of 1 championship). Forty per cent of the Conditional Grant funds the School Sport Programme. The Conditional Grant framework further makes provision for the provinces to ring-fence R10 million each, to ensure that they can send learners to participate

at the National School Sport Championships. This is done to ensure that no learner is denied an opportunity to showcase their talent due to lack of resources and those barriers to participation are removed. School sport's strategic position in transformation is reflected in the EPG Audit reports, which highlight that observations and comments suggest that it is the ultimate platform from which to transform SA sport from dominant minority representation to a majority inclusive reality.

**Learners participating in district school sport tournaments:** district tournaments are the fourth level of competition in school sport. This is the very first level that the Department is responsible for executing and implementing, according to the MoU with DBE. At this level, schools that have managed to compete and win intra-school, inter-school and cluster competitions come to compete. The purpose is to ensure that competition of schools at this level promotes and nurtures learners to be more competitive so that they can earn an opportunity to qualify for the provincial tournament. The approach is to strengthen competition and identify talent through the selection of district teams, which will participate at the provincial tournament and will allow for eligibility to be selected for the National School Sport Championships. Participation includes all youth, including females and learners with disabilities.

School Sport remains the flagship of the departmental programmes. Cabinet has noted an increased number of juvenile prisoners and has accredited this to the reduced number of participation opportunities in sport at a school level. The Ministers of Sport, Arts and Culture, and Basic Education, will be signing a new integrated framework of collaboration in 2022/23, which will include all areas of collaboration between the two departments including school sport. As a result, during 2022/23, DSAC will launch a new programme called **Sport Ambassadors** and will pilot it in the school sport programme. The programme will primarily focus on recruiting former athletes to assist the school sport programme as coaches, mentors and organisers of local school sport leagues.

## INFRASTRUCTURE SUPPORT

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



In terms of the Government Programme of Action, the provision of sport facilities creates platforms for social interaction and integration between different races and classes, and this creates enabling conditions for the implementation of programmes that could facilitate more cohesive communities. In addition, sustainable programmes, such as aerobics and the use of outdoor gym equipment in these spaces may facilitate interaction and integration. Both cultural and sport events/programmes taking place in sport facilities, theatres and Community Arts Centres are facility dependent activities or programmes with a potential to promote interactions critical to facilitate social cohesion.

**Municipalities provided with technical and/or management support during construction:** the indicator is intended to ensure that municipalities build and deliver sport and recreation facilities as enablers for the development, promotion and transformation of sport by creating opportunities for participation through delivery of the required facilities, and such facilities are constructed in line with the applicable norms and standards. The target is informed by the number of projects funded in preceding years but not completed, and new projects that are to be funded based on the number of municipalities still to benefit from ring-fenced MIG for Sport. Important to note is that carried-over projects/municipalities will be included in the subsequent-year target of the APP, meaning a single municipality that did not complete a project on time, becomes an integral part of targets annually, until the project is completed. However, this does not increase the number of municipalities supported over the MTSF, because each municipality will be counted once only. The target will be revised based on the number of active projects from previous years, and a proper estimate will be provided. Between 2016/17 and 2018/19 alone, 92 projects were allocated and only 39 were completed as at March 2020. The remaining 53 required, plus 22 new projects allocated in 2019/20 (none were completed), plus 20 (i.e. 23 – 3 multiyear) allocated in 2020/21 brings the current total of active projects to 95. With infrastructure capacity increased by filling vacancies in 2022/23, targets will start to significantly accommodate both carried-over projects and new annual allocations.

It is also important to note that the misalignment of local government financial years with that of national and provincial government have implications in terms of specific municipalities that will be submitted in the 2022/23 financial year. This is because MIG projects that will be listed in the Technical Indicator Descriptor (TID) are projects that started in July 2021/22 and their completion is planned for June 2022, which will be the end of the 2021/22 municipal financial year, but the end of the first quarter of 2022/23 financial year of the Department. This implies that the Unit may have to report on different beneficiaries that confirmed in November 2021 and gazetted in February 2022. In essence, a list of municipalities to be supported in the first quarter of the financial year will be significantly different from the list of the remaining three quarters, but the number will remain constant.

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

**Heritage legacy projects developed and/or maintained:** the Department has a mandate to transform the national heritage landscape of South Africa to be inclusive by developing new monuments and heritage sites to preserve, protect and promote our heritage for current and future generations to remind ourselves where we come from. Although the Department developed several monuments and heritage sites, not enough has been done and the landscape still does not reflect and is still not inclusive of all South Africa's heritage, histories and people. A lot still needs to be done to correct this. Most of the legacy projects have been planned to be completed already and no further budget provision was therefore made in the 2022/2023 MTEF. As a result of challenges with implementing agencies, and lack of infrastructure expertise within DSAC many of the projects are incomplete or have not started. Project budgets have also been lost because of slow spending, reprioritisation and numerous budget cuts. With the decision not to appoint a Project Management Unit (PMU), the continued infrastructure capacity challenges within DSAC and continued over-reliance on unreliable external infrastructure implementing agents, the delivery of infrastructure has not been at the desired level. The proposed approach is therefore to reprioritize from current underspending projects to complete high-priority projects with current contractual commitments (both within DSAC and transfers to NPIs), and to put projects that are in the planning stage on hold and inform stakeholders accordingly. To this end, the implementation of projects at the planning stage will be delayed, and capital projects of the entities may be affected.

The Department has a responsibility for the construction of heritage legacy infrastructure and capital projects of the entities. Conceptualisation, equipping and operationalisation of legacy projects and the resistance and liberation heritage route is the responsibility of the subprogramme responsible for Heritage Promotion and Preservation. The budget for the aforementioned activities lies within

Programme 2. During 2022/23 attention will be given to the following three legacy facilities: the Isibhubhu Cultural Arena (Enyokeni), the Sarah Baartman Centre of Remembrance, and the Dr John L Dube Amphitheatre.

**Table VI: Heritage legacy projects**

Legacy Project	Status
O.R. Tambo Garden of Remembrance	Construction completed in 2021.
Winnie Madikizela Mandela project	Construction completed in 2021, this forms part of the identified provincial sites under RLHR.
Dr J.L. Dube Amphitheatre	Contractor appointed in January 2020, still at implementation stage continuing during 2022. Delays due to site invasion by community demanding jobs; demand by Local Business Forum demanding subcontracting; inclement weather; and community protests that could be classified as force majeure.
Sarah Baartman Centre of Remembrance	Project still at construction stage; implementation will continue in 2022/23; planned for completion in 2023/24. Issues causing delay: poor workmanship and cash flow challenges with the first contractor led to a cession of the contractor; delays in approvals of Extension of Times and Variation Orders by Implementing Agent (DPWI); disputes on liability of remedial works; suspension of the works due to delays in payments; and termination of the contract by the contractor .
Isibhubhu Cultural Arena (Enyokeni)	Site handover to contractor done in January 2022, project's planned completion date is 2023/24. Delays were as a result of a redefinition of a new scope of work to complete the outstanding works of the project; and procurement of the contractor was also delayed by a moratorium imposed by the Provincial Treasury of KZN on the procurement of projects exceeding R2 million.

To coordinate infrastructure projects within DSAC a capital works committee will be established. The purpose of the committee will be to provide support, monitor and evaluate capital works/ infrastructure programmes and table the recommendations to the Director-General and the Executive Management Team for information and approval. Among the core functions of this Committee will be to:

- monitor progress and address concerns that may arise during the implementation of the capital /infrastructure works programme, evaluate expenditure and projections on the respective projects, and make recommendations where necessary;
- serve as a general platform for sharing relevant information regarding the capital/infrastructure works projects;
- make recommendations on future capital/infrastructure works projects for input into the budget submission;
- analyse future projects and ensure all processes are undertaken for proper planning in line with

the budget for projects to commence at the beginning of the financial year, thus preventing under-expenditure and roll-overs;

- provide support required to accelerate projects when necessary.

The MTSF implementation assessment of indicators relating to this Programme revealed that out of 11 indicators, seven were either performing above or on target, while 4 were below target. This is when measuring the performance of two years and 3 quarters of the third year (2021/22), against the MTSF targets of the same period. When the same achievement was measured against the full MTSF period, all 11 indicators were achieving below target, as expected. The good thing is that if the Department implements the targets in the outstanding MTSF period as planned, the performance will match the plan. However, one indicator on transformation was found to be suspect, because its achievement is dependent on all sport federations submitting data sheets. For at least two financial years, some federations were not submitting because of conflicts relating to governance challenges.



## 2.5 PROGRAMME RESOURCE CONSIDERATION – BUDGET AND MTEF ESTIMATES

**Table VII: Recreation Development and Sport Promotion expenditure trends and estimates by sub-programme and economic classification**

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Subprogrammes</b>							
Winning Nation	220,600	219,493	317,337	278,912	263,829	260,728	272,506
Active Nation	716,663	755,146	433,510	708,868	727,825	730,457	763,263
Infrastructure Support	398,780	373,898	231,940	479,477	471,132	491,483	513,678
<b>Total</b>	<b>1,336,043</b>	<b>1,348,537</b>	<b>982,787</b>	<b>1,467,257</b>	<b>1,462,786</b>	<b>1,482,668</b>	<b>1,549,447</b>
<b>Economic classification</b>	-	-	-	-	-	-	-
<b>Current payments</b>	<b>142,221</b>	<b>144,266</b>	<b>71,466</b>	<b>157,501</b>	<b>194,928</b>	<b>190,965</b>	<b>188,596</b>
Compensation of employees	29,148	28,371	28,126	35,718	35,390	35,344	36,968
Goods and services	113,073	115,895	43,340	121,783	159,538	155,621	151,628
<b>Interest</b>	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>1,124,989</b>	<b>1,164,453</b>	<b>828,019</b>	<b>1,156,140</b>	<b>1,074,475</b>	<b>1,110,194</b>	<b>1,179,922</b>
Provinces and municipalities	587,386	620,016	368,184	591,049	603,511	603,960	631,084
Departmental agencies and accounts	326,122	344,212	152,308	295,683	249,484	268,400	302,609
Higher education institutions	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	64	-	-	-
Public Corporations	9,136	400	500	-	616	755	789

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Households	3,962	3,890	3,759	3,600	5,000	5,800	6,060
<b>Payments for capital assets</b>	<b>68,826</b>	<b>39,798</b>	<b>83,302</b>	<b>153,616</b>	<b>193,383</b>	<b>181,509</b>	<b>180,929</b>
Buildings and other fixed structures	-	-	-	-	-	-	-
Transport equipment	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-
Heritage assets	68,826	39,647	83,302	153,616	193,383	181,509	180,929
Software and other intangible assets	-	151	-	-	-	-	-
<b>Payments for financial assets</b>	<b>7</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>1,336,043</b>	<b>1,348,537</b>	<b>982,787</b>	<b>1,467,257</b>	<b>1,462,786</b>	<b>1,482,668</b>	<b>1,549,447</b>

A narrative on the budget in relation to outputs is consolidated in *Part B: Our Strategic Focus under Overview* of the 2022/23 Budget and MTEF Estimates.



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

**3.1 PURPOSE:** Promote and develop arts, culture and languages, and implement the national social cohesion strategy

The Arts and Culture Promotion and Development programme is committed to achieve the following core objectives in 2022/23:

- Develop, protect and promote the sector by supporting 67 cultural and creative sector projects through the programmes of the Mzansi Golden Economy strategy.
- Contribute towards economic transformation by creating 1 200 job opportunities across the work streams and cultural development programmes of the Mzansi Golden Economy strategy.
- Develop and promote official languages by supporting 6 multi-year human language technology projects.
- Build relationships and partnerships locally and internationally by supporting 15 market access platforms.
- Transform the sector by providing support through 4 arts and social development programmes and 4 youth-focused arts development programmes.
- Lead, coordinate and implement arts programmes by providing financial support to 9 provincial community arts development programmes.
- Build capacity in human resources and promote excellence in the arts, culture and heritage sector by providing 250 bursaries towards the development of qualified language practitioners; supporting 22 capacity building programmes; implementing schools-based arts education programmes in partnership with the Department of Basic Education; and placing 300 experienced artists and/or arts practitioners in schools to assist and support creative arts teachers.
- Drive integrated outcomes-based research, planning, monitoring and evaluation across the sport, arts, culture and heritage sector by producing 16 reports through the South African Cultural Observatory.
- Build relations and partnerships locally and internationally by coordinating 20 international engagements.
- Empower the sport, arts and culture sector by managing and strengthening strategic bilateral and

multilateral relations by actively participating and influencing decision-making in identified multilateral organisations such as the United Nations, the African Union and the Commonwealth.

- Lead, coordinate and implement social cohesion and nation building programmes by commemorating 6 national days annually; monitoring the implementation of the recommendations of the social cohesion compact; hosting 20 community conversations; and hosting 20 social cohesion advocacy platforms.

#### Sub-programmes

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

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

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

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

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

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



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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>NATIONAL LANGUAGE SERVICES</b>									
Integrated and accessible SAC infrastructure and information	Official languages promoted and developed	ACPD 3.1 Number of multi-year human language technology projects supported.  (MTSF: $6 + 6 + 4 + 4 + 4 = 24$ )  (ENE: 6)	6	6	6	4	6	6	6
Integrated and accessible SAC infrastructure and information	Official languages promoted and developed	ACPD 3.2 Percentage of official documents received that are translated and / or edited.  (MTSF: 100%)	100%	100%	100%	100%	100%	100%	100%
Transformed, capable and professional sport, arts and culture sector	Qualified language practitioners	ACPD 3.3 Number of bursaries awarded for the development of qualified language practitioners per year.  (MTSF: $300 + 300 + 250 + 250 + 250 = 1350$ )  <b>(ENE: 250)</b>	536	458	486	250	250	250	250



Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>CULTURAL AND CREATIVE INDUSTRIES DEVELOPMENT</b>									
Increased market share of, and job opportunities in the sport, cultural and creative industries	Development platforms nationally and internationally, to expand market access	ACPD 3.4 Number of local and international market access platforms supported.  (ENE: 15)	10	12	6	12	15	15	15
Transformed, capable and professional sport, arts and culture sector	Capacity Building	ACPD 3.5 Number of capacity building projects supported.  (ENE: 22)	11	12	10	20	22	22	22
A diverse socially cohesive society with a common national identity	Access to cultural facilities/ community arts centres and participation in arts, culture and heritage programmes promoted.	ACPD 3.6 Number of Provincial Community Arts Development Programmes implemented per year  (MTSF: 9 x 5 = 45)  (ENE: 9)	86	0	8	9	9	9	9
A diverse socially cohesive society with a common national identity	Target Groups programmes supported	ACPD 3.7 Number of youth focused arts development programmes.  (ENE: 4)	1	2	3	4	4	4	4
A diverse socially cohesive society with a common national identity	Gender Based Violence and Femicide initiatives	ACPD 3.8 Number of Gender-Based Violence and Femicide initiatives financially supported	NPI	NPI	3	3	3	3	3

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>INTERNATIONAL COOPERATION</b>									
Increased market share of, and job opportunities in the sport, cultural and creative industries	International engagement	ACPD 3.9 Number of international engagements coordinated.  (ENE: 20)	20	20	10	20	20	20	20
<b>SOCIAL COHESION AND NATION BUILDING</b>									
A diverse socially cohesive society with a common national identity	Support of the moral regeneration programme by Government.	ACPD 3.10 Number of moral regeneration projects supported by Government  (MTSF: 5 projects pa)	1 programme	1 programme	5	5	5	5	5
A diverse socially cohesive society with a common national identity	Community conversations / dialogue programme implemented.	ACPD 3.11 Number of community conversations / dialogues implemented to foster social interaction per year.  (MTSF: 9 + 10 + 20 + 20 + 20 = 79)  <b>(ENE = 20)</b>  <b>Standardised</b>	8	9	10	20	20	20	20



Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
A diverse socially cohesive society with a common national identity	Advocacy platforms on social cohesion by Social Cohesion Advocates implemented	ACPD 3.12 Number of advocacy platforms on social cohesion implemented by social cohesion advocates.  (MTSF: 20 + 15 + 20 + 20 + 20 = 95)  (ENE: 20)	8	20	20	20	20	20	20
A diverse socially cohesive society with a common national identity	A social compact for social cohesion and nation building.	ACPD 3.13 Number of monitoring reports on the implementation of a social compact for social cohesion and nation building  (MTSF: 0 + 0 + 2 + 2 + 2 = 6)	NPI	NPI	0	2	2	2	2
A diverse socially cohesive society with a common national identity	Target Groups programmes supported	ACPD 3.14 Number of projects through which target groups are supported	NPI * *Previous indicator was structured differently	NPI *	NPI *	NPI *	8	8	8
A diverse socially cohesive society with a common national identity	National days celebrated	ACPD 3.15 Number of National Days' celebrations held	7	7	-	-	6	6	6

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>MZANSI GOLDEN ECONOMY</b>									
Increased market share of, and job opportunities in the sport, cultural and creative industries	Creative industry supported	ACPD 3.16 Number of projects in the creative industry supported through the Mzansi Golden Economy programme  (MTSF: 70 + 12 + 67 + 67 + 67 = 283)  <b>(ENE: 67)</b>	42	71	13	67	67	67	67
Transformed, capable and professional sport, arts and culture sector	Artists placed in schools.	ACPD 3.17 Number of artists placed in schools per year  <b>(ENE: 300)</b>	340	382	0	300	300	300	300
Transformed, capable and professional sport, arts and culture sector	Reports produced by SACO.	ACPD 3.18 Number of reports produced by SACO  (ENE: 16)	NPI	37	13	21	16	16	16
<b>NATIONAL FILM AND VIDEO FOUNDATION</b>									
Increased market share of, and job opportunities in the sport, cultural and creative industries	Films and documentaries.	ACPD 3.19 Number of films and documentaries supported telling stories of the history of liberation, and heritage importance.  (MTSF: 30)	NPI	NPI	NPI	10	10	10	10

NPI - New Performance Indicator.

MTSF - Revised Medium Term Strategic Framework (March 2021) The MTSF targets are provided for 2019/20 to 2023/24 in brackets.

**ENE** - This is a SELECTED PERFORMANCE INDICATOR as documented in the 2022 Estimate of National Expenditure.

**ENE** - Although this is not a selected performance indicator the target has been committed in the 2022 Estimate of National Expenditure.



### 3.3 INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
ACPD 3.1 Number of multi-year human language technology projects supported.	6	-	-	1	5
ACPD 3.2 Percentage of official documents received that are translated and /or edited.	100%	100%	100%	100%	100%
ACPD 3.3 Number of bursaries awarded per year for the development of qualified language practitioners.	250	-	-	250	-
ACPD 3.4 Number of local and international market access platforms supported.	15	-	2	5	8
ACPD 3.5 Number of capacity building projects supported.	22	-	-	-	22
ACPD 3.6 Number of Provincial Community Arts Development Programmes implemented per year.	9	-	-	-	9
ACPD 3.7 Number of youth focused arts development programmes.	4	-	1	1	2
ACPD 3.8 Number of Gender-Based Violence and Femicide initiatives financially supported	3	-	-	-	3
ACPD 3.9 Number of international engagements coordinated.	20	6	5	7	2
ACPD 3.10 Number of moral regeneration projects supported by Government.	5	4	4	3	3
		1. Ethical Leadership 2. Charter of Positive Values 3. Anti-Femicide and GBV 4. Youth Month Dialogue	1. Ethical Leadership 2. Charter of Positive Values 3. Anti-Femicide and GBV 4. MRM Month	1. Ethical Leadership 2. Charter of Positive Values 3. Anti-Femicide and GBV	1. Ethical Leadership 2. Charter of Positive Values 3. Anti-Femicide and GBV

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
ACPD 3.11 Number of community conversations / dialogues implemented per year to foster social interaction	20	5	5	5	5
ACPD 3.12 Number of advocacy platforms on social cohesion implemented by social cohesion advocates.	20	5	5	5	5
ACPD 3.13 Number of monitoring reports on the implementation of a social compact for social cohesion and nation building.	2	-	-	1	1
ACPD 3.14 Number of projects through which target groups are supported	8	-	-	-	8
ACPD 3.15 Number of National Days' celebrations held	6	2	2	1	1
ACPD 3.16 Number of projects in the creative industry supported through the Mzansi Golden Economy programme.	67	9	11	18	29
ACPD 3.17 Number of artists placed in schools per year.	300	-	-	-	300
ACPD 3.18 Number of reports produced by SACO.	16	-	-	-	16
ACPD 3.19 Number of films and documentaries supported telling stories of the history of liberation, cultural and heritage importance.	10	-	-	-	10

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

The outputs delivered in Programme Three contribute to all 5 DSAC Outcomes, as illustrated in Annexure E:

1. Increased market share of and job opportunities created in sport, cultural and creative industries (CCI).
2. A diverse, socially cohesive society with a common national identity
3. Transformed, capable and professional sport, arts and culture sector

4. Integrated and accessible SAC infrastructure and information
5. Compliant and responsive governance.

Through its international relations work, the Programme further contributes to the government priority on 'Better Africa and World'. This contribution is further detailed under 'International Cooperation' section of this Programme.



## NATIONAL LANGUAGE SERVICES

The key outputs of this sub-programme are the promotion and development of official languages, and the support of efforts to increase qualified language practitioners through language bursaries. UNESCO has declared 2022-2032 as the International Decade of Indigenous Languages. The work done by the NLS together with its stakeholders will be supportive of this important initiative.

**Multi-year human language technology projects supported:** The project seeks to advance the equitable treatment of the official languages of South Africa as stipulated and envisaged in the Constitution and the Use of the Official Languages Act. It does so by providing financial support towards the development of language applications and software that use all official languages of the Republic of South Africa to allow its citizens to access information and government services in their respective languages or language of choice; providing support to the development of language technologies that assist citizens to access government services, knowledge and information in all official languages of South Africa, irrespective of literacy level or disability. Owing to the complexities of the technology involved in the development of language technologies, most projects are supported over several years, hence multi-year projects. The general approach is to develop a system or application for some of the official languages and then add the others in later phases. The developed applications and systems are available free of charge and can be used by any person anywhere.

Since the establishment of the HLT directorate in the Department, language technologies like: text and speech corpora, machine translation systems, integrated machine translation environment, terminology management systems, audiobooks systems, spelling check software, amongst others, have been developed. The applications also assist in development, preserving and promoting indigenous languages of the country. These applications are increasingly being used on computers and mobile devices. To date, the HLT directorate has trained the Hansard Language Section of South Africa, national and provincial legislatures, government language units and institutions of higher learning amongst others on how to use language tools. The target is informed by two factors:

(1) the need to bridge the digital divide in South Africa, and (2) the need to develop, promote and preserve indigenous and official languages of South Africa.

**Official documents received that are translated and / or edited:** This fulfils section 6 of the Constitution regarding promotion and development of official languages as well as Chapter 2, the Bill of Rights relating to the language rights. This involves the official South African languages as well as foreign languages. It is done to enable citizens of the country to receive services and information in their preferred languages, and to facilitate the South African government to transact with other countries. The translation service is not provided to the citizens directly. Various government departments, their institutions and entities request the service on behalf of the clients they serve. The service is provided both in-house and through freelance service depending on whether the requested language is available in house and/or capacity is adequate. Through the service, citizens are enabled to communicate in their languages of choice as seen from the numerous letters that the Presidency requests to be translated mostly from the African languages into English.

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





**Development of qualified language practitioners:** The language bursary project was established as funding targeted for the development of official languages in general and previously marginalised indigenous languages in particular to increase specialised skills in specific language areas. It is meant to assist students who are interested in pursuing studies in the language field. As government was working towards regulating the use of official languages through legislation, there was a great need for instituting capacity building programmes to promote interest in the study of languages, especially previously marginalised languages. There is still a lack of skills and expertise in areas such as South African Sign Language (SASL), human language technologies, terminology development, interpreting, translation, editing, and lexicography. Whilst this expertise was needed; tertiary institutions were faced with significantly dwindling numbers of students pursuing language studies. One of the main causes for this was lack of funding. Therefore, the language bursary project was seen as a much-needed intervention from government to fund students to increase trained language practitioners who will service the country in these scarce fields.

The universities apply for the language bursaries from the DSAC and award to qualifying students, effectively administering the language bursary project on behalf of the Department. The Department transfers funds to successful universities that meet the set criteria in order to receive bursaries to award to their students. The criteria are mostly around the area of study and the capacity of the university to administer the bursary. Universities have the prerogative of selecting students according to their criteria since they have the resources and expertise to award bursaries. As the Department, there are no stipulations given to the universities in terms of demographic disaggregation. When they have awarded bursaries to students, universities send a list that separates awardees in terms of gender, race, disability, home language amongst other things. It is only then that the Department is able to study the statistics of the recipients. Students also submit their ID copies. It also helps in determining the age groups of students that receive language bursaries. The language bursary caters for all eleven official languages and SASL. Language practitioners that qualify through the language bursary project are employed in various organisations such as all three spheres of government, media, tertiary institutions and the private sector. It also gives provides opportunities for entrepreneurship where in the case of those who establish their own businesses or decide to become freelancers in the language-related businesses or even establish their own businesses.

**Domains in which terminologies are developed:** This activity is not in the APP, but it will remain in the operational plan for 2022/23. The terminology development process requires the collaborative efforts or involvement of subject field/domain experts and linguists in the creation of terminology. (*ISO 22128:2008, P24; and DAC Terminology Development Guidelines P3*) and

therefore, this indicator is highly dependent on external stakeholders. Many of these stakeholders are permanently employed in various institutions across the country and the timing of the working meetings and consultative meetings must coincide with the period when they are available to participate.

## CULTURAL AND CREATIVE INDUSTRIES DEVELOPMENT

**Local and international market access platforms financially supported:** The market access target is designed to provide support to practitioners in various cultural and creative sectors to gain access to both local and international markets in order to increase revenue for themselves and their enterprises. The target is informed by the need to improve the production and dissemination of local content as this is our cultural capital which helps to define our identity and our vantage point in the world, thus also contributing to social cohesion and nation-building. This is also further confirmed by the recently finalized Cultural and Creative Industry Master-plan (CCI Masterplan) which prioritized this area as one of the Key Action Programmes. Additional to this, market access programmes are aimed at showcasing artistic talent, strengthening collaborations and sharing best practises. Income derived from these markets is what translates into creation of jobs for those who supply products to these markets. This support enables participation by supporting creation and production, subsidising travel to and from such platforms, lodging (accommodation), developing promotional and marketing materials, and support to ensure effective follow ups to continue satisfying those markets.

Interventions in this target include projects such as the annual Live Events Technical and Production Services Conference (LETPC), South African Music Awards, the Beautiful Things Exhibition and Beautiful Things Showcase and Exhibition, showcasing the country's visual arts and architecture at the Venice Biennale, Italy, Emerging Creatives showcasing the countries' visual arts at the 'in the Arsenale Area-Sale d'Armi building D' in Venice, Italy, emerging creatives, Venice Biennale. The above projects will be undertaken through a combination of methods including goods and services and strategic partnership projects through transfer payments and Memoranda of Agreements.

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



The Department has partnerships with the Department of Trade, Industry and Competition; the Department of Small Business Development; the Small Enterprise Development Agency, and different initiatives that provide opportunities for jobs.

**Capacity building projects financially supported:** The capacity building target is designed to build and enhance the ability of practitioners and enterprises in various cultural and creative sectors to participate effectively in various stages of the value chain of their sector (process from coming up with the idea to getting the product to the market). This target is strategic because it's geared towards providing training and requisite skills in the arts to ensure that the sector is competitive and able to respond to the demands of the 4IR. The recently finalized CCI Master-Plan has also identified this as one of the Key Action programmes. The work aims to build human capacity and promote excellence and professionalise the target sectors. To do that properly and effectively, it is necessary for practitioners and enterprises to keep acquiring the necessary skills and knowledge to be able to compete with the best of the best in all areas (have a competitive advantage). Those skills development areas include product design and development including concept development, costing and pricing of those products and services, as well as other aspects such as marketing, communication both from within and with outside role players and stakeholders, and management (business and financial). Projects in this area include training projects and supporting incubator programmes.

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

A call for proposals is advertised annually for interested organizations/individual artists to apply for a grant support for their projects, also, *ad hoc* applications are received from artists to be supported for participation in arts, culture and heritage activities. There is an appointed panel

of adjudicators, to review received applications based on the criteria set in the overall Mzansi Golden Economy (MGE) Guidelines. The targeted groups (youth, women and people with disabilities) are considered to fulfil the bigger mandate of government. A MGE administration office has been established to manage the application process up to the recommendation of qualifying applications and organising adjudication seating.

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

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

**Provincial Community Arts Development Programmes implemented:** The target is informed by the need to increase the levels of participation and appreciation of the arts and culture thus developing new audiences. The Provincial Community Arts Development Programme supports provinces to develop and implement their own community arts development programmes that position and organize the community arts sector to support the overarching government objectives of access and participation in the arts by all South Africans. Provincial Community Arts Development Programmes present one plan per province for arts, culture and heritage development and promotion. This is in line with integrated governance which calls all three spheres of government to work together and not parallel to each other and/or in silos to each other.



It also, to a large extent, reduces duplications and inefficient use of limited budgets and closely aligns with the District Development Model. This support enables arts development to align with the overarching government objectives of access and participation in the arts by South Africans. The support that DSAC provides is both technical and financial. The technical support means assisting provinces to develop community arts programmes that meet the requirements of the National Business Plan for the Development of Community Arts Centres and Programmes. Financial support is meant to augment provincial budgets to increase access and participation to arts centres and arts programmes to a wider network of local communities, artists, arts organisations and schools. The programmes provide arts organisations and individuals with opportunities for participation in cultural activities and to receive training for purposes of education, recreation, cultural development, enrichment and income generation. Provincial community arts development programmes present one integrated plan per province for arts, culture and heritage development and promotion. These are informed by a national business plan for the development of community arts centres and programmes, in line with a national vision that advocates for community responsiveness.

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

1. Strengthening interdepartmental relations (Integrated governance of Community Arts Centres through District Development Model)
2. Enhancement of the community arts programmes (to respond to community needs, turn centres into spaces for training, recreation and bedrocks of the creative industries and cultural development, and to increase access to arts programmes. This deliverable also allows communities to participate and receive arts training in various disciplines and create jobs for artists and practitioners)
3. Infrastructure development and maintenance. Hard and soft infrastructure /4IR and digital connections to enable far reach and meet the technological demands especially after the pandemic. Infrastructure development also improves quality programming and safer spaces for arts development and practice.
4. Strengthen the networks/associations of the CAC forums to share knowledge and experience, coordinate the sector and ensure that programmes delivered address community needs and are relevant.
5. Capacity Building and training (intended to develop skills of artists, management of centres and ensures that the programmes and centres are professionally managed)
6. Monitoring and Evaluation system for the implementation of the Provincial Community Arts

Development Programme (Monitoring and evaluation system of the programme to track progress and impact).

The provincial community arts development programmes with its' ambitions require that DSAC develops a Funding Framework to realize the above. With the current budget cuts and reprioritization, this approach to cultural development and promotion will be challenging. In terms of target setting it can be noted that in 2018/19 individual projects were being tracked, hence the achievement of 86 projects. From 2019/20 this changed and the Department now supports consolidated arts development programmes that are submitted by each province. During 2019/2020, the year a strategic focus for CACs was introduced, implementation was delayed as provinces submitted business plans late. This had an impact on the achievement of the annual target of 9. However, 7 provinces were supported though they could not report in time by the end of the financial year, hence the actual was reported in the annual report as zero.

**Youth Focused Arts Development Programmes:** To contribute to government priority of reducing unemployment, the DSAC will continue to have Youth-focused Arts and Culture Development Programmes. Arts, culture and heritage programmes will be financially supported based on proposals received from the sector and partnering government agencies and departments. The target is informed by two factors (1) the need to support youth development imperatives (skills, participation, opportunities) in South Africa through arts, culture and heritage; and (2) the need to develop, promote youth participation and skills development in the arts, culture and heritage sector and official languages of South Africa. The supported programmes are conceived by young people and are innovative in their approach and will use technology and digital platforms. The programmes create varied opportunities and platforms for both in and out-of-school youth. The DSAC supported programmes will develop the young artists nationally with prerequisite skills, to confidently participate and be entrepreneurial in the creative and cultural industries. The programmes find their expression in the NDP (Vision 2030), National Youth Policy (NYP 2015-2020) and the African Youth Charter. (2006). Therefore, they respond to government priorities of young people driving local content creation, digital development of artistic work and contributing to cultural and economic development. The programmes are implemented with municipalities, provinces, national government, relevant government agencies and civil society as delivery partners. The use of District Delivery Model is followed to address spatial inequalities of the past, which still affect many young people adversely, as they still flock to the cities for opportunities. In so doing, the programme is responding to government priorities around urban renewal, addresses spatial inequalities of the past, content creation, developing artists and economic development.



The programmes will be aligned with the government's 30% set-aside measures, as a way of giving young people opportunities, developing young artists and stimulate economic development to benefit youth enterprises. artists and stimulate economic development to benefit youth. Key services are offered by enterprises or organisations managed by young people and are procured locally and this benefit local and visiting artists. Ancillary services include logistics service such as (sound, stage, lights, transport and catering), branding & promotional items/uniform enterprises, PR, Communications & Marketing companies and manufacturers. Most seek to increase beneficitation by local young enterprises, youth organisations, and young individuals at the areas where they are implemented.

Through the schools programme, the Department will continue to deploy artists in schools as part of inculcating inclusion and mainstreaming of curriculum in the learning area of arts, culture and heritage in the schooling system. The programmes will include campaign of promoting national symbols and constitutional values to foster the spirit of civic participation, patriotism and a sense of national identity.

The programmes will also deal with various current issues which are a threat to social cohesion and democracy. They include focused discussions and workshops on combatting GBV, creative resilience during COVID-19 pandemic period and provide opportunities for young women to have a voice.

**Gender-Based Violence and Femicide initiatives:** The *Cultural and Creative Industries sub-programme* coordinates the following three GBVF initiatives:

The Silapha Wellness programme was launched in February 2021 and a Call Centre was established to assist artists and athletes who may need professional assistance. Artists, and athletes who are victims of GBV and victimization within the sector are also accommodated within the services of the programme.

Golekane is a campaign which endorses a call to action for men by men to end GBVF through behavioural dialogues, panel discussions, grassroots anti GBVF activations and father and son camps.

Baqhawafazi is a campaign that seeks to raise awareness against gender-based violence, intimate partner violence and femicide in South Africa. It is a multi-sectoral legacy movement that seeks to influence and change problematic belief systems and behaviours that perpetuate the scourge of gender-based violence. The campaign focuses on telling the untold stories of GBVF victims through raw footage from survivors of GBVF.

## INTERNATIONAL COOPERATION

The International Cooperation sub-programme has as its key output, coordination of international engagements. The coordination of international engagements involves travelling across international borders and bringing together, many artists, performers, athletes, experts and cultural and creative industry practitioners. The restrictions on international travel and the need for social distancing has and will continue to negatively impact on the Department's International programme. In order to mitigate the impact of Covid-19 restrictions due to potential lockdown, the sub-programme will activate alternative interventions by participating virtually or to re-prioritize some of our planned international engagements where virtual participation is not possible.

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

DSAC, through International Relations, is responsible for hosting the Africa Month Programme as part of fostering the African Renaissance vision articulated in the AU Charter for African Cultural Renaissance. The Africa Month programme strengthens socio-cultural, economic and political integration. The Africa Cultural Seasons programme will be used to promote South Africa's cultural goods and services and strengthen people-to-people contact and cooperation in the region. DSAC also participates in the Regional Annual Sports Awards (RASA) to promote sport and people relations in the SADC region. In addition, the Department will engage in solidarity initiatives with the Middle East and host Cultural Weeks with Palestine and Western Sahara.



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

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

- Political partners – e.g. Algeria, Ethiopia, Nigeria, China and Cuba
- Development partners – including China and Western Europe
- Existing obligations and commitments – all cultural agreements
- ACH Leaders globally - e.g. Italy for fashion and visual arts; US for craft; India and Nigeria for film
- New development partners – e.g. Middle East (Iran, Qatar)
- Continental role players – e.g. Nigeria, Senegal, Egypt, Ethiopia
- Regional leaders – e.g. Japan, Indonesia, US, Mexico, UK, and France
- Anchor countries – Kenya and Tanzania
- Emerging economies – e.g. Indonesia, Vietnam and Malaysia
- Solidarity partners – e.g. Palestine, Cuba and Western Sahara
- Development Aid/Capacity building – e.g. Mali, DRC and Mozambique.

In the 2022-2023 Financial Year the programme will prioritize the following areas, regions and countries for International Cooperation:

- **Africa:** Africa remains the key strategic focus for the Department in line with the SA's overall foreign policy priorities. Focus areas will be Africa Multilateral, Regional cultural integration and policy development and convergence. The Department will continue to support continental efforts at strengthening social cohesion, including fostering integration in the cultural space. Bilateral relations will be fostered with strategic partners such as Algeria, regional leaders such as Senegal, Kenya, Tanzania, Algeria and Angola. Partnerships that Africa has with other regions will be strengthened e.g. FOCAC, TICAD, and Africa-Europe.

- **Global strategic partners including BRICS Countries:** DSAC will continue to implement the BRICS cultural agreement signed in 2015, while also strengthening bilateral relations with BRICS Member States.

- **Traditional (donor) partners in Europe:** Europe remains one of South Africa's key trade, investment, cultural and tourism partner. DSAC will continue to engage countries such as UK, France, Netherlands and Germany for the benefit and development of the ACH sector in South Africa.

- **New emerging economies and funding partners including Asia and Middle East:** Emerging economies have been identified as the new drivers of global economic growth and development. The Department will be strengthening relations with countries such as Indonesia, Vietnam, Columbia, Malaysia, Mexico, Iran Qatar, and Saudi Arabia. This also includes five of the top 10 emerging economies in the world, based in Africa: i.e. Angola, Nigeria, Ghana Tunisia and Zambia.

- **Anchor countries in all regions – ensuring global connectivity:** Anchor countries refer to those countries that have economic, social and political strength and influence in their particular region such as Brazil, Russia, India and Angola. DSAC will seek to build and develop relations with those regional hubs.

- **Global policy development - Multilateral institutions** develop global policy frameworks for issues of common interest including Intellectual Property, Culture and Development, AU Agenda 2063 and the UN Agenda 2030 (Sustainable Development Goals). We will also strengthen efforts aimed at promoting UNESCO Conventions and programmes such as our Heritage Conventions, which is aimed at protecting and promoting our cultural and natural heritage. We will also strengthen our International Conventions on Sport through participation in the Inter-Governmental Committee for Physical Education and Sport (CIGEPS) and the AU Region 5 Sports Council. Through the Commonwealth Foundation, which is an agency for civil society, the Department will continue to support the programmes of the Foundation to promote people's participation in democracy and development to name a few and strengthen our interaction with civil society through the Commonwealth Foundation.



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

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

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

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

## SOCIAL COHESION AND NATION BUILDING

**The Social Cohesion and Nation Building sub-programme has the following outputs:** support to the moral regeneration programme; implementation of community conversations / dialogue programme; support to the target groups' projects; implementation of advocacy platforms on social cohesion and nation building by Social Cohesion Advocates; the development of social cohesion and nation building compact to establish partnerships with civil society, private sector and citizens; as well as the promotion of patriotism utilising the flag at National days. Additional initiatives to deepen social cohesion in South Africa include: a review of the social cohesion strategy and the implementation plan; the, mediation, conflict resolution and peace building project; anti-xenophobia initiatives; and the orange day campaigns against GBV.

**Moral Regeneration Movement projects financially supported:** The Moral Regeneration Movement (MRM) came into existence because of former President Nelson Mandela's insistence that while the new dispensation must meet tangible material needs of previously dehumanised communities, it was his vision that there be a commensurate programme that would focus on

rekindling the very basic moral fibre of South African society, almost destroyed by years of colonial and apartheid oppression. Colonialism and apartheid were at their very core immoral and extremely violent; and conversely, violence also became one of the instruments employed by the mass liberation movement in fighting apartheid. In his vision for a national moral regeneration project therefore, President Mandela was worried that the RDP, which was about improving material conditions of the previously subjugated sections of South African society, and predominantly black, weighted much in favour of the material, while there was no corresponding programme to deal with the broken soul. It was for that reason that the late President Nelson Mandela conjured what became known as "the RDP of the Soul". It was meant to undo apartheid's immorality, violence and attendant crass materialism. This effort on moral regeneration is in keeping with the substance and the spirit of the Preamble of the Constitution, especially in terms of the undertaking to "to heal the divisions of the past and establish a society based on democratic values, social values and fundamental human rights". The Department is providing financial support to the following 5 projects in 2022/23: Workshops and panel discussions on promotion of the Charter of Positive Values; Ethical Leadership; Youth Dialogue; The MRM Month (July) and the anti-femicide campaign and GBV.

**Community conversations / dialogues held to foster social interaction** by nature and design are dialogic platforms where communities openly discuss challenges that stymie cohesion and community wellbeing. In so doing, long lasting solutions are explored and put to test. It is also being recognised that for dialogues to have the desired level of impact, they need not be events but rather part of a sustained long term engagement, which also ensures that there is capacity development within communities to facilitate dialogue as a way to mediate disputes in communities. In other words, the modus operandi in terms of dialogues in 2022/2023 will be that there is a strong capacity development element in the dialogue methodology so that communities are empowered to facilitate dialogues and mediate disputes beyond the initial intervention by the national Department. It is also recognised that if dialogues are to have the level of impact that is desired, more effort would have to be made towards creating strong partnerships; and this then speaks to some form of social compacting at the micro level. Community conversations are implemented in all the 9 provinces and the range of matters up for discussion depends on the prevailing dynamics in the particular community. In some communities it may be social ills such as Gender Based Violence and Femicide, while in another community the challenges may be around integration of those considered "others" such as foreign nationals. Since South Africa is still a race-centred society given its history of racial discrimination and prejudice, it stands to reason that race and racism will be key variables under discussion in the dialogues.

**Platforms on social cohesion by social cohesion advocates:** The social cohesion advocates programme came about because of the 2012 national social cohesion summit that agreed that all sectors of society must be mobilised and play a role in social cohesion and nation building. The 2012 resolution was cognisant of the fact that government alone cannot achieve the goal of a socially integrated and inclusive society. As most of the advocacy work involves people-to-people contact and much against current COVID-19 regulations, the method of delivery will be digital until lockdown restrictions were reduced. If some of the influential social cohesion advocates are able to command their own resources and institutional support to conduct some of the envisaged advocacy work, it is conceivable that the projected 20 platforms can be surpassed. It is anticipated that for 2022/2023, government will continue easing some of the restrictions around in-person public engagements, and as such, the Social Cohesion Advocates would be in a position to initiate more advocacy platforms of their own while the Department will continue providing the necessary support, whether financial, technical or both. Institutional mechanisms have been put in place to ensure that this cadre of volunteers is well supported.

**Social compact:** A social cohesion and nation building compact/contract is typically an agreement between Government and the key sectors of the society (e.g. business, labour, civil society) that outlines the commitments and duties of each party in building a South African society that is free from social divisions of class, race, sex, gender, ethnicity and all other social constructs. Basically, the NDP Vision 2030 advocated for a social compact as a tool that can address structural issues such as inequality, unemployment and poverty that are not necessarily legislated. In South Africa, although the Constitution appreciates that the high levels of poverty and exclusion felt by Black people is due to historical socioeconomic conditions that still determine who can succeed, it cannot be said that the social aspect of inequality and exclusion is illegal or unconstitutional. This has somewhat led to other sectors of our society not feeling obligated to fighting poverty, exclusion, and inequality; thus, this burden solely resting with Government. This has therefore led to Government considering a social compact as a form of an obligatory 'law' (or simple contract) that can compel and galvanise the whole society to invest and commit to fostering social cohesion and nation building.

In terms of the initial plan there were supposed to be follow-up engagements with key leaders of the different sectors, post the social compact summit of 2020. These follow-up engagements were two-fold in purpose: The first purpose was to enable implementation of the broad agreements reached at the summit; and secondly, while broad agreements were being implemented by the different sectors and key leaders were being engaged further, this would have to lead into a progressive realisation of a composite social compact. As a result of the restrictions in contact meetings, in 2020/21 the target pertaining to the implementation of the social compact with regards to the broad agreements of the

social compact summit, had to be revised down. The mode of delivery in engaging the sectors also had to be revised – now having to rely on virtual contact consultations with key sectors and role players that attended the 2020 social compact summit. The social compact has gone through the SPCHD cluster processes and awaits Cabinet approval once the NEDLAC process has been exhausted. The goal is to have a fully-fledged social compact, which has an implementation framework (and plan) as well as a monitoring framework so that the focus in 2022/2023 is implementation, monitoring and reporting.

**Target groups supported:** The MTSF 2019-2024 acknowledges that, while we have made some progress, fundamental transformation is needed to realise our national priorities. In recognition of the multitudes of challenges confronting our society today, especially women, children, youth and people with disabilities, the MTSF 2019-2024 emphasised these as cross-cutting focus areas for our developmental vision. To respond to this, children; people with disabilities; older persons and women are targeted with earmarked support in an effort to advance their socio-economic status. Multi-sectoral partnerships are intensified and projects are integrated with NPOs and communities. Different sectors of society, including civil society, participate in the implementation of 8 projects during 2022/23.

In addition to the GBVF initiatives supported by the Cultural and Creative Industries Development sub-programme, the Social Cohesion and Nation Building sub-programme also plans to respond to the scourge of gender-based violence mainly through awareness raising activations at the mass participation events and policy interventions. Online or virtual GBV programmes are being considered to ensure that the cancellation of mass-based activation events does not hamper the delivery of the planned campaigns. Envisaged programmes will contribute to the fight against GBV in messaging, discussions/dialogues and empowering women. Considerations have also been made to use sport, arts, and culture practitioners as anti-gender-based violence ambassadors, to convey the messages. These advocates/ambassadors will help raise the levels of awareness of being able to detect GBV (in all its forms) and be empowered to deal with it in its initial stages. One of the horrific outcomes of GBV is the high proportion of teenage pregnancies. These have increased at an alarming rate and this impacts detrimentally on the future of our youth. During the implementation of these projects, campaigns and activities to support the fight against GBV, boys, young men and older men will participate as influencers and agents of change.

Gender based violence and anti-femicide campaigns will also be rolled out through the Moral Regeneration Movement and the Social Cohesion Advocates. In addition, partners to the Department such as loveLife, will also assist in delivering programmes carrying the required messages.



The loveLife programme, delivered through Sport4change, provides a safe, informal environment for youth to engage on issues related to amongst others, GBV.

**National days hosted:** The Department is the custodian of the government's national commemorative programme, inclusive of the national days, as determined by the Public Holidays Act of 1994. Government therefore looks to the national days programme to provide some foothold in giving social cohesion and nation building project further traction. Put differently, national days provide a platform onto which South Africans across the racial, ideological, cultural, and religious divide converge in a show of unity and human solidarity. In other words, the national days programme is one of the foremost levers that can bridge the deep socio-historical divisions in society in a quest to ensure that over a period, South Africa becomes a socially integrated and inclusive society. The national days programme is a programme of Cabinet, and each year Cabinet must approve the plan, including the thematic schema and hosting provinces. The Department of Sport, Arts & Culture does overall coordination, conceptualisation and implementation of the entire national days programme. There are also strategic partners in government that assist the Department in implementing the national days programme – these are other national departments, provincial governments, local municipalities, state agencies such as GCIS and the SABC. National days engender the nation's collective sense of self, pride and national identity. In accordance with the revised MTSF (2021) Brand SA are responsible to see that the 6 national days are celebrated on SABC platforms.

## MZANSI GOLDEN ECONOMY

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

The project is critical as the Department considers the arts, culture and heritage sector as the “new gold” which has the potential to increase economic growth and create jobs in South Africa. MGE is

implemented to enhance economic development and social cohesion for the country. One of the Key Action Programmes in the CCI Masterplan is product development and innovation support. This has several expected outcomes; inter alia: increased investment into local manufacturing of instrument and equipment; increase in the number of independent and previously disadvantaged infrastructure providers that have acquired the latest creative production and distribution and are able to provide quality services; and establishment of a local creative instrument and equipment manufacturing industry for both international and local creative industry products. Through the MGE Programme; the Department will be able to achieve that.

Statistics South Africa reported in 2021 that the South African economy grew by 1,1% in the first quarter of 2021 (January–March), translating into an annualised growth rate of 4,6%. Despite this being the third consecutive quarter of positive growth, the South African economy is 2,7% smaller than it was in the first quarter of 2020. The COVID-19 pandemic and subsequent lockdown restrictions caused significant disruptions to the South African economy. Although economic activity has increased since then, in line with easing lockdown restrictions, employment opportunities within our sector are critical.

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

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



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

Budget cuts remain a threat in the implementation of these projects. Cultural Events have a threshold of R2 Million, however, the Accounting Officer has the prerogative to approve above the threshold. Due to the COVID-19 pandemic, most of these projects moved from the space of public gatherings to the digital online platforms. All the supported cultural events projects enter into a legal agreement with the Department. Names of projects will only be known once the open call of 2022/23 financial year is made and the process of approval is concluded. These projects create job opportunities and they are reported accordingly in the job creation indicator. Most of the projects do claim a significant market share in the industry and they offer a varying range of products for consumers of the creative sector.

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

A call for proposals is advertised annually for interested organizations/individual artists to apply for a grant support for their projects, also, *ad hoc* applications are received from artists to be supported for participation in arts, culture and heritage activities that they may have been invited to, locally or internationally. Strategic partnerships are also concluded with established renowned arts platforms

for market access. The project threshold is R1 Million and there is no specific fixed amount for each project supported. There is an appointed panel of adjudicators, to review received applications based on the criteria set in the overall Mzansi Golden Economy (MGE) Guidelines. The targeted groups (youth, women and people with disabilities) are considered to fulfil the bigger mandate of government. The MGE administration office has been established to manage the application process up to the recommendation of qualifying applications and organising adjudication seating. After recommendation of identified applications, the process of getting approval from the Accounting Officer is handed over to the Touring Ventures office for further handling.

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

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



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

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

The DSAC sets up a MGE adjudication panel which selects suitable Public Art project proposals for support. These are selected against MGE criteria, which applicants have access to, before applying. The Open call is open to all, however proposals focusing on giving opportunities to youth and women and small towns are given priority. Since some of the projects, like upgrade of public spaces happen on municipal land/sites, the time it takes to get permission from Municipality to implement often delays project implementation. The amount for each proposal varies and is based on a budget breakdown which accompanies the application and amounts range from R100 000 to R1 million. Local municipality political leaders often have debates about the choice of art, site and beneficiaries, which oftentimes delay implementation. The approved project proposals have positive economic

spin-offs as local people are employed alongside artists during the hosting or construction of the projects. Due to COVID-19 some of the projects, especially those designed to showcase talent, will be put on virtual platforms and those that are built will follow health protocols.

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

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

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

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

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

domains, including, arts, heritage, tourism, museums, libraries, archives and cultural and creative industries.

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

- A tool for building knowledge based on intrinsic, social, cultural, economic and ecological values across the cultural domains
- Means to understand various issues and increase public awareness
- An aid to a sector success
- A way to prove lies and to support truths
- Means to find, gauge, and seize opportunities
- A seed to love reading, writing, analysing, and sharing valuable information.

**Artists placed in schools:** AiS is a DSAC Arts Education Flagship programme that contributes to the implementation of Creative Arts subject in the public schools. Its design and implementation are in line with the Curriculum Assessment Policy Statement (CAPS) Creative Arts subject and the Revised White Paper on Arts and Culture. Further and more critical, the programme responds to National Development Plan 2030 regarding Reduction of Poverty and creating employment opportunities for the creative arts practitioners who are mainly located in the urban, semi urban townships and rural areas. One of the main objectives in the CCI Master plan is to equip the Creative Industry with the leadership and skilled talent needed to build strong enterprises and to gain competitive advantage in increasingly global, competitive and dynamic markets. This can best be achieved if approached at school level; to grow the right kind of skill and thinking; and create a paradigm shift in the way potential artists visualize translation of talent into business. It introduces learners to arts education and arts appreciation. These community-based arts practitioners are provided with rigorous capacity building workshops on issues such as basic teaching methodology and project management skills before been placed in the schools where they will be assisting the Creative Arts teachers in the implementation of the curriculum in the classrooms. The programme is implemented through the Arts Education and Training Programme (AETP) specialist organizations from each of the 9 Provinces. The programme does not only improve the quality of arts training in the schools, but more importantly and in so doing, it creates sustainable job opportunities for the community-based arts practitioners and administrators who normally volunteer their services to the schools without any compensation. This will be a hybrid model.



The reports generated by the SACO provide the DSAC and the sector with cultural information that informs resource allocation, future policy direction, trends analysis, information sharing, building intellectual capacity and promoting national and global comparability. These reports entail cultural statistics that work across the breadth of all cultural domains. Essentially SACO produce 16 research reports annually. However, during 2020/21 five (5) additional mapping study reports were submitted increasing the achievement to 21 reports for that year. Quarterly progress reports are submitted to DSAC, however since in some cases some reports depend on the availability of researchers, final research reports are submitted at the end of the year.

**Job opportunities created:** The arts, culture and heritage sector is seen as the “new gold” which has the potential to increase economic growth and create jobs in South Africa. The Department has thus implemented MGE as a strategic tool to invest in key areas of the creative economy with the anticipation that it will create an enabling environment for productivity and job opportunities that enhances the sector’s economic competitiveness. As projects and programmes are implemented in the various MGE work streams this target seek to consolidate the number of job opportunities created because of direct investment through MGE. It is expected that every project funded by MGE will submit a list of job opportunities created. This is stipulated as a clause in the MOA signed by all beneficiaries. It must be emphasized that MGE does not create jobs but provides an enabling environment for job opportunities in various cultural and creative genres through several work streams. In 2020/21, at least 1102 job opportunities were created in the areas of cultural events and public art. The numbers of job opportunities for 2020/21 were lower than anticipated, as the Arts, Culture and Heritage sector was among the worst negatively impacted by Covid-19 lockdown regulations. In addition, MGE funds were reprioritised to contribute to the Covid-19 Relief Fund Initiatives.

**Sector organizations financially supported:** Sector organisations deal with organisations that assist in developing the sector collectively. Non-governmental organizations (NGOs) are increasingly recognized as important actors in social, political, and economic development. Supported by DSAC, these organisations deal with challenges emanating from the sector. Such support largely encourages strategic partnership with the industry in the various value chain including advocacy role, strengthen outreach programs to rural and peri-urban areas and continuous information sharing consultation. Proposals must talk to the DSAC objective and mandate. Priority is given to national sector organisations representing the nine sectors as informed by the DSAC sector strategy, and UNESCO framework (music sector, performing arts, technical services and others) of arts and

culture sector classification. For instances the Cultural and Creative Industry Federation of South Africa (CCIFSA), South African Screen Federation (SASFED). This is also tracked at an operational level.

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

## THE NATIONAL FILM AND VIDEO FOUNDATION

The Department transfers funds to the NFVF in support of the development of skills, and local content and marketing South Africa’s film, audio-visual and digital media industry. During 2022/23 the Department will provide financial support towards the development and production of 10 film projects and documentaries that focus on the history of liberation and stories of cultural and historical importance. This initiative contributes to the development of local content and preservation of stories of national significance.

The MTSF Implementation Assessment of indicators relating to this Programme, revealed that out of 11 indicators, seven were either performing above or on target, while 4 were below target. This is when measuring the performance of two years and 3 quarters of the third year (2021/22), against the MTSF targets of the same period. When the same achievement was measured against the full MTSF period, all 10 indicators were expectedly, achieving below target. The indicator on ‘Translation/editing’ was found to be achieving at 100% as planned. This is because this indicator is about responding to requests for editing and translation. So, as long as all requests are met, it will be on target. Of concern in this Programme, was that if the Department were to implement its targets as planned, in the remaining period of the MTSF, targets for two indicators would not be reached. This is on indicators relating to Provincial Community Arts Development Programme and the Moral Regeneration Projects.

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

**Table VIII: Arts and Culture Promotion and Development expenditure trends and estimates by sub-programme and economic classification**

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Sub-programmes</b>							
National Language Services	52,180	50,740	46,808	56,036	54,844	56,400	58,962
Pan South African Language Board	113,587	120,857	110,790	120,913	123,124	123,566	129,115
Cultural and Creative Industries Development	110,688	102,337	69,480	114,318	121,899	121,229	126,567
International Cooperation	60,691	39,924	29,832	41,799	42,533	43,384	45,401
Social Cohesion and Nation Building	57,347	65,052	28,731	62,740	69,333	68,120	71,318
Mzansi Golden Economy	293,540	273,836	162,855	291,760	747,265	769,536	320,381
Performing Arts Institutions	267,568	284,059	330,986	300,292	318,570	322,718	338,178
National Film and Video Foundation	133,472	140,403	312,131	145,920	149,210	149,783	156,510
National Arts Council	109,677	115,761	471,244	153,437	123,015	123,487	129,033
<b>Total</b>	<b>1,198,750</b>	<b>1,192,969</b>	<b>1,562,857</b>	<b>1,287,215</b>	<b>1,749,793</b>	<b>1,778,223</b>	<b>1,375,465</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>233,587</b>	<b>252,610</b>	<b>176,695</b>	<b>218,834</b>	<b>263,306</b>	<b>263,734</b>	<b>275,710</b>
Compensation of employees	84,610	78,344	79,170	88,328	86,793	87,856	91,878
Goods and services	148,977	174,266	97,525	130,506	176,513	175,878	183,832
<b>Interest</b>	<b>8,887</b>	-	-	-	-	-	-
Interest and rent on land	8,887	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>956,180</b>	<b>940,234</b>	<b>1,386,160</b>	<b>1,068,381</b>	<b>1,486,487</b>	<b>1,514,489</b>	<b>1,099,755</b>
Provinces and municipalities	-	-	-	1,000	-	-	-
Departmental agencies and accounts	661,211	672,827	1,185,284	753,485	1,195,418	1,223,158	796,215
Higher education institutions	5,440	4,445	5,888	7,111	7,394	7,423	7,756
Foreign governments and international organisations	2,321	2,347	3,102	3,234	3,319	3,332	3,482
Public Corporations	110,998	108,761	53,706	109,118	104,253	105,203	109,444
Non-profit institutions	157,232	139,673	128,861	176,835	158,018	157,219	163,889
Households	18,978	12,181	9,319	17,598	18,085	18,154	18,969



R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Payments for capital assets</b>	-	17	-	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-
Transport equipment	-	-	-	-	-	-	-
Other machinery and equipment	-	17	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	96	108	2	-	-	-	-
<b>Total</b>	<b>1,198,750</b>	<b>1,192,969</b>	<b>1,562,857</b>	<b>1,287,215</b>	<b>1,749,793</b>	<b>1,778,223</b>	<b>1,375,465</b>

A narrative on the budget in relation to outputs is consolidated in *Part B: Our Strategic Focus* under Overview of the 2022/23 Budget and MTEF Estimates.

## 4. PROGRAMME 4: HERITAGE PROMOTION AND PRESERVATION

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

The Heritage Promotion and Preservation programme is designed to achieve the following core objectives in 2022/23:

- Develop, preserve, protect and promote heritage by developing content for 3 heritage legacy projects; conceptualizing 5 statues and 1 interpretation centre; publishing 3 gazette notices on the standardisation of geographical names; and publishing 5 books documenting living human treasures.
- Provide access to information and promote a culture of reading in society by financing the construction of 29 newly built and/or modular community libraries.
- Contribute towards creating a coherent policy and legislative environment by, among other things, developing a guiding policy on National Heritage Legacy Projects.
- Create capacity in the heritage sector by awarding 45 heritage bursaries to deserving students, and facilitating the placement of unemployed heritage graduates within the sector as part of job creation and enhancing employability opportunities for youth and women in particular.
- Promote national identity by hosting 10 workshops; providing 100 flags to schools and implementing 20 public awareness activations on the “#I AM THE FLAG” campaign.

### Sub-programmes

**Heritage Promotion** supports a range of heritage initiatives and projects, such as the transformation of the heritage landscape through the conceptualisation, equipping and operationalisation of legacy projects ; the Funding of Heritage Institutions (Museums, National Heritage Council and South

African Heritage Resources Agency); the documentation of South Africa’s indigenous knowledge through the writing of books on living human treasures and the compilation of a national register of South Africa’s indigenous knowledge systems assisted by the Indigenous Knowledge Authentication Panel; leading the transformation of the heritage landscape through resistance and liberation heritage route and the relocation of statues; the Bureau of Heraldry, which registers symbols, popularises national symbols through public awareness campaigns, coordinates the National Orders Awards Ceremony; develops and reviews heritage policies and legislation for the preservation, conservation and management of South African heritage.

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

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

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



## 4.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>HERITAGE PROMOTION</b>									
Transformed, capable and professional sport, arts and culture sector	Heritage bursaries	HPP 4.1 Number of students awarded with heritage bursaries per year.  <b>(ENE: 45)</b>	NPI	66	70	65	45	45	45
Transformed, capable and professional sport, arts and culture sector	Books documenting Living Human Treasures	HPP 4.2 Number of books documenting Living Human Treasures published.  <i>(ENE: 5)</i>	2	2	2	5	5	5	5
A diverse socially cohesive society with a common national identity	National identity promoted	HPP 4.3 Number of public awareness activations on the “I am the Flag” Campaign  <i>(MTSF: 0 + 0 + 20 + 20 + 20 = 60)</i>  <b>Standardised</b>	NPI	NPI	NPI	20	20	20	20
A diverse socially cohesive society with a common national identity	National identity promoted	HPP 4.4 Number of flags provided to schools.  <i>(MTSF: 1 300)</i>	1 114	1 004	0	100	100	100	100
A diverse socially cohesive society with a common national identity	National identity promoted	HPP 4.5 Number of workshops hosted to advance knowledge of National Symbols	NPI	NPI	0	10	10	10	10
Integrated and accessible SAC infrastructure and information	Heritage legacy projects	HPP 4.6 Number of heritage legacy projects where exhibition content is developed.  <i>(ENE: 3)</i>	NPI	NPI	0	3	3	2	2



Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Integrated and accessible SAC infrastructure and information	Resistance and Liberation Heritage Route sites	HPP 4.7 Number of progress reports on resistance and liberation heritage route sites received and analysed.	NPI	NPI	NPI	1	2	2	2
<b>NATIONAL ARCHIVES SERVICES</b>									
Integrated and accessible SAC infrastructure and information	Records digitised.	HPP 4.8 Number of records digitised	NPI 397 Audio tapes	463 Dictabelts 314 audio tapes	60 treason trial dictabelts -	180 (100 treason trial dictabelts & 80 TRC audio tapes)	240 (150 treason trial dictabelts & 90 TRC audio tapes)	300 (200 treason trial dictabelts & 100 TRC audio tapes)	360 (250 Treason Trial dictabelts & 110 TRC Audio tapes)
<b>PUBLIC LIBRARY SERVICES</b>									
Integrated and accessible SAC infrastructure and information	Newly built and/or modular libraries supported.	HPP 4.9 Number of libraries financially supported per year.  <b>(ENE: 29)</b>  <b>Standardised</b>	29	36	33	26	29	32	35
<b>SOUTH AFRICAN GEOGRAPHICAL NAMES COUNCIL</b>									
A diverse socially cohesive society with a common national identity	Transformed and standardised geographical names	HPP 4.10 Number of Gazette notices on standardised geographical names published.  <b>(ENE: 3)</b>	4	3	0	3	3	3	3

NPI - New Performance Indicator.

MTSF - Revised Medium Term Strategic Framework (March 2021) The MTSF targets are provided for 2019/20 to 2023/24 in brackets.

**ENE** - This is a SELECTED PERFORMANCE INDICATOR as documented in the 2022 Estimate of National Expenditure.

**ENE** - Although this is not a selected performance indicator the target has been committed in the 2022 Estimate of National Expenditure.



### 4.3 INDICATORS, ANNUAL AND QUARTERLY TARGET

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
HPP 4.1 Number of students awarded with heritage bursaries per year.	45	-	45	-	-
HPP 4.2 Number of books documenting Living Human Treasures published.	5	-	-	-	5
HPP 4.3 Number of public awareness activations on the “I am the Flag” Campaign.	20	6	6	4	4
HPP 4.4 Number of flags provided to schools.	100	30	30	20	20
HPP 4.5 Number of workshops hosted to advance knowledge of National Symbols.	10	2	3	3	2
HPP 4.6 Number of heritage legacy projects where exhibition content is developed.	3	-	-	-	3
HPP 4.7 Number of progress reports on resistance and liberation heritage route sites received and analysed.	2	-	1	-	1
HPP 4.8 Number of records digitised (150 treason trial dictabelts & 90 TRC audio tapes)		37 Treason trial dictabelts	37 Treason trial dictabelts	37 Treason trial dictabelts	39 Treason trial dictabelts
		22 TRC Audio Tapes	22 TRC Audio Tapes	22 TRC Audio Tapes	24 TRC Audio Tapes
HPP 4.9 Number of libraries financially supported per year	29	29	29	29	29
HPP 4.10 Number of Gazette notices on standardized geographical names published	3	-	1	1	1

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

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

The Department plans to build 96 new libraries, upgrade 135 community libraries and produce 300 000 library materials over the medium term at an estimated cost of R4.7 billion through the community library services grant, which is funded by the Heritage Promotion and Preservation programme.

The Department will develop exhibition content for and operationalize 3 newly completed legacy projects, conceptualise one interpretation center and develop 8 statues over the MTEF at an estimated cost of R80 000 000. It will also install the Monumental flag, host 60 public awareness activations on the “I am the Flag Campaign”, provide 300 flags to schools and host 30 workshops to advance knowledge on National Symbols over the medium term at an estimated cost of R25 000 000. The Department plans to provide 135 heritage bursaries and do job placements for 45 unemployed graduates over the medium term at an estimated cost of R20 000 000.

The conceptualisation of content for the remaining 22 Resistance and Liberation Heritage Route provincial facilities is largely dependent on progress made by provinces on the feasibility studies for these facilities.

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

While funds may be available, or targets be adjusted in line with the cuts/re-allocations, the nature of the work of this Programme is such that most activities can only take place in lockdown level 1.

### HERITAGE PROMOTION

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

**Books documenting Living Human Treasures published:** This project is part of the implementation of the Living Heritage Policy of South Africa. The books are a means to document South Africa’s vast and diverse indigenous knowledge that is held by indigenous knowledge holders. These knowledge holders inherited their skills and knowledge from elders within their communities. South Africa’s indigenous knowledge has for centuries been ignored in favour of European and Asian knowledge systems. The writing of the books will assist South Africa to preserve this valuable knowledge and ensure that it is passed to future generations beyond the lifespans of indigenous knowledge holders. The number of books on Living Human Treasures have been increased over the MTEF to five as per the Minister’s request. The newly established Indigenous Knowledge Advisory Panel will advise the Minister on the indigenous knowledge holders whose work will be documented.

**Monumental flag installed:** The flag is the symbol of nationhood and common identity of the people in a particular country. The flag, as the brand image of the country, needs to be highly recognised by the citizens. Rendering a National Flag as a monument of Democracy, goes a long way in making it highly recognised by the citizens. This has a potential to unite people as it becomes a symbol of unity and common identity. The project is envisaged to contribute towards nation building and social cohesion. During 2022/23, the project will be tracked in the operational plan and the feasibility study conducted will guide the way forward towards installing a Monumental Flag.



**Public awareness activations on the “I am the Flag Campaign”:** National symbols are a marker of a country’s national sovereignty and are collectively used as a rallying point for national unity, cohesion and national pride. South Africa has a collection of statutory national symbols, which came with the dawn of the new political dispensation in 1994. The new collection of symbols marked a deliberate break from a pariah state and divisive past, into a new dispensation undergirded by the values of democracy, non-racialism, non-sexism and equality. While all the national symbols are important and ought to be respected, the National Flag, the National Anthem and the Coat of Arms are the most significant as they are foremost symbolic markers of a country’s national sovereignty. This project seeks to foreground and popularise the national flag as the foremost symbol of the country’s sovereignty and nationhood. The public awareness activations on the national flag are meant to foster knowledge about the deeper meanings of the national flag and the concomitant standard protocols. The targeted audience is mainly the youth – preferably in school. However, out-of-school youths will also be targeted through partnering with DSAC institutions in the rollout of their outreach programs, which also in the main, target the youth. We target schools in all nine provinces. In 2022 we will focus on the Waterberg and Mopani districts in Limpopo. We will also respond to special requests from provinces within the limitation of time and resources. These public activations are hosted in public spaces such as taxi ranks, shopping malls, etc. During these events promotional materials are handed to participants. These include handheld flags, National Symbol Passport Book of Patriotism, posters, etc.

**Flags provided to schools:** The purpose of this endeavour is to promote South African national symbols, especially the National Flag and the Anthem. One of the key mandates of DSAC is Nation Building and Social Cohesion. National symbols are key to advancement of Nation Building and Social Cohesion. It is against this background that this project aims to constantly and consistently keep the flag visible in our communities. This is not only to promote the national flag itself but the democratic and egalitarian values it epitomises. Its display talks to the expression of our common identity as the people of South Africa, thus cultivating the patriotic spirit and advancing nationhood and social cohesion. More than 25 000 flags have been installed since the project started in 2007. Of the MTEF target of 1300, over 1 100 flags have already been provided. Flags already installed need to be replenished as they deteriorate due to natural elements. DSAC is now replenishing the flags. Some of the provincial government, as well as some schools are also replenishing worn out flags. This project continues so as to ensure that flags in good condition are flown in schools. Schools in all nine provinces are targeted. In 2022 DSAC will focus on the Waterberg and Mopani districts in Limpopo. We will also respond to special requests from provinces within the limitation of time and resources. Schools are provided with new flags.

Government buildings fall under the responsibility of the Department of Public Works. Most of the government building are equipped with flags and flag poles. As at the Parliament buildings, Police Stations and SANDF properties, flags are an internal responsibility. DSAC is working on a job creation project where the youth will be engaged to undertake an Audit of Flags in government buildings. Once this project is concluded, it will yield valuable information on the gaps that may exist with regards to flags in buildings. DSAC will be in a better position to work with the Department of Public Works in rolling out the replenishment and installation of flags in government buildings.

**Workshops to advance knowledge on National Symbols:** National symbols belong to the citizens of the country. It is thus, imperative that the citizens are exposed to, and educated about the history, value, roles and symbolism thereof. With the heightened knowledge of National Symbols, citizens realise their common identity and interest, thereby advancing nation building and social cohesion. In 2022/2023 a total of 10 workshops will be hosted. Due to limited access to technology that enables remote access to digitally hosted workshops, these workshops will be held face-to-face. While the Department targets schools in all nine provinces, in 2022 the focus will be on the Waterberg and Mopani districts in Limpopo. The Department will also respond to special requests from the provinces within the limitation of time and resources. Educational materials such as posters and the National Symbol Passport Book of Patriotism, are distributed.

The **Bureau of Heraldry** is responsible for conceptualisation, design and registration of heraldic representations that include, flags, the coat of arms and badges. During 2022/23 the Bureau will continue to receive applications for the design and registration of heraldic representations from individuals, local government and other organizations.

**Heritage legacy projects where exhibition content is developed:** The Department has a mandate to transform the national heritage landscape of South Africa to be inclusive, by developing new monuments and heritage sites to preserve, protect and promote our heritage for current and future generations to remind ourselves where we come from. Although the Department developed a number of monuments and heritage sites, not enough has been done and the landscape still does not reflect and is still not inclusive of all South Africa’s heritage, histories and people and a lot still needs to be done to correct this. An implementation plan for 2021/22 to 2024/25 has been compiled as follows for the multi-year heritage legacy projects.

**Table IX: Heritage legacy projects implementation schedule**

2021/22	2022/23	2023/24	2024/25
Sarah Baartman Centre of Remembrance: Procurement of a service provider	Sarah Baartman Centre of Remembrance: Design of the exhibition and consultation with communities	Sarah Bartmann Centre of Remembrance: Production of Exhibition	Sarah Baartman Centre of Remembrance: Installation of the exhibition
Winnie Mandela (former Brandfort) House Memorial: Exhibition Content installed	Winnie Mandela (former Brandfort) House Memorial: Finalisation of the installation of the exhibition and transfer of the Winnie Mandela, (former Brandfort) House Memorial to the Free State Province	The installation of the exhibition of the Winnie Madikizela-Mandela bombed clinic	The finalisation of the installation of the exhibition of Winnie Madikizela-Mandela bombed clinic installation
	OR Tambo Garden of Remembrance. Furniture, Indoor and Outdoor Visual Art; ICT & library equipment procurement and installation		

*The Brandfort district municipality is now the Winnie Mandela district municipality.*

During 2022/23 the following activities will be undertaken at 3 legacy projects:

1. Sarah Baartman Centre of Remembrance: Planning Stage: The museum planner will do research on, and design, develop, produce and install the exhibitions; develop the museum policies organogram; do community consultation on the design of the exhibitions, and do skills transfer to the community. In 2022/2023 the service provider will project manage the community consultation process; research; and policy development.

2. The Winnie Mandela House Memorial, in Winnie Mandela (former Brandfort): Installation completion: exhibition installation will be completed in 2022/2023 having been designed, produced and approved by all stakeholders.

3. OR Tambo Garden of Remembrance: Procurement and Installation. The furniture, indoor and outdoor visual art; ICT & library equipment will be procured and installation will be completed in 2022/23.

National Treasury has declined DSAC's request for additional funds for the development of two different heritage construction projects in the outer years. It has been indicated that funds will not be made available for the construction of any new commemorative structures, such as museums or heritage centres. Therefore, only the Winnie Madikizela-Mandela restoration of the bombed clinic,

that is currently under construction, will be finalised and ready for the development and installation of an exhibition.

The word “developed” refers to a completed, finalised and installed exhibition product. However, these are multi-year projects. The process map entails (1) planning, (2) design/conceptualization, (3) consultation with relevant stakeholders throughout the project lifespan, (4) design development, (5) acquisition of artefacts and purchase of hardware such as audio-visual equipment, and (6) manufacturing of display cabinet or stands, and (7) installation. The project timeframe can be, depending on the size of the exhibition, longer than 1 year. Implementation under this indicator title, includes conceptualization of the exhibition, the content development process, equipping, and operationalisation of the heritage facilities' projects which are either under construction or where construction has been finalised.

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



**Indigenous Knowledge Authentication Panel:** This advisory body was appointed in August 2021 and comprises of academics and indigenous knowledge holders who will advise the Minister and the Department on elements of our indigenous knowledge that need to be included into the National Indigenous Knowledge Register. The IKS Panel will also advise the Department on IKS that is in danger of disappearing and need urgent safeguarding measures. The IKS Panel will also advise the Department on Living Human Treasures candidates who deserve to have books written on them to ensure that the knowledge and skills they have is documented while they are still alive.

The IKS Panel will look at harmful cultural practices like ukuthwala and arranged marriages involving minor girls and discourage these practices amongst our communities. The IKS Panel will organise advertisements in community radio stations and television sensitising communities about these harmful cultural practices that need to be condemned and discouraged. In addition, the Living Heritage unit will leverage on the MOU with the Department of Traditional Affairs and the National House of Traditional Leaders to host community Indabas in provinces and municipalities that have a high prevalence of gender based violence. The community Indabas will involve traditional authorities, parents, the youth, police, social services and community based organisations.

The Department will also incorporate the work of discouraging gender based violence and femicide in the operations of the Indigenous Knowledge Systems Advisory Panel. Panel members will be encouraged to be as individuals and as a collective, ambassadors for the Department to encourage positive traditional values and discourage all traditional cultural practices that are harmful to girls and women and can lead to gender based violence and femicide.

This indicator will be in the operational plan as it is new and will be considered for elevation to the APP as it matures.

## NATIONAL ARCHIVES SERVICES

The key output of this sub-programme is the digitisation of records.

**Treason Trial Dictabelts digitised:** The purpose of the project is to digitise the collection of the Treason Trial dictabelts for preservation and access. The Treason Trial dictabelts (estimated to 3 200) are part of the records relating to the so called “terrorist” groups/trials under the Apartheid Government document collection that was transferred to the National Archives and Records Service of South Africa by the Department of Justice after 1996. This trial, like most of the court cases of the time, was recorded on dictabelts. In terms of access, the project would provide digital copies that could be accessed via the National Archives’ Electronic Archival Management System (EAMS) in AtoM or online via the National Archives website and/or can be listened to at the National Film, Video and Sound Archives upon request. Users would have the opportunity to access the collection

from anywhere in the world and multiple users could access the collection simultaneously. Regarding preservation, the accessing of the original material would be discouraged in favour of the digital copies; this way the usable lives of the original material would be prolonged. This will be a multi-year project. Digitisation of the Treason Trial Dictabelts will be done in-house at the National Film, Video and Sound Archives.

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

## PUBLIC LIBRARY SERVICES

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

**Newly built and/or modular libraries:** The provision of new public library infrastructure in South Africa is under-pinned by the need to create a reading culture necessary to improve the quality of education and to redress the socio-economic inequalities of the past. Public libraries promote literacy and support lifelong learning. The purpose of the community library grant is to transform the provision of library infrastructure, facilities and services (primarily targeting previously disadvantaged communities) through a recapitalised programme at provincial level in support of local government and national initiatives. The outcomes of the grant are to ensure equitable access to library and information services to all rural and urban communities with particular emphasis to curriculum and learner support, purchasing of library materials, upgrading of libraries, hiring of personnel and provision of ICT infrastructure. The Department is cooperating with the provincial departments to implement the Community Library Conditional Grant Programme.

## SOUTH AFRICAN GEOGRAPHICAL NAMES COUNCIL

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

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

names to indigenous names. These campaigns also educate provincial and local authorities on the consultation and other required processes for name changes.

The work in this Programme is dependent on consultation led by the Provincial Geographical Names Committees (PGNC's). While alternative modes of public consultations may be undertaken, they carry a risk of court challenges based on claims of insufficient consultation.

The MTSF Implementation Assessment of indicators relating to this Programme, revealed that out of 4 indicators, three were either performing above or on target, while 1 was below target. This is when measuring the performance of two years and 3 quarters of the third year (2021/22), against the MTSF targets of the same period. When the same achievement was measured against the full MTSF period, all four indicators were expectedly, achieving below target. Two of the indicators on feasibility studies, are being tracked in the operational plan.

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

**Table X: Heritage Promotion and Preservation expenditure trends and estimates by sub programme and economic classification.**

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Subprogrammes</b>							
Heritage Promotion	52,513	54,529	37,568	66,813	50,254	49,668	53,800
National Archive Services	41,211	45,663	42,752	57,314	62,205	61,951	64,606
Heritage Institutions	545,915	571,813	549,183	606,925	627,177	632,017	660,843
National Library Services	129,966	137,183	195,476	143,127	146,573	147,050	153,654
Public Library Services	1,448,779	1,527,860	1,178,047	1,524,550	1,601,360	1,599,483	1,671,315
South African Heritage Resource Agency	55,650	58,315	73,261	58,705	62,839	62,071	62,771
South African Geographical Names Council	3,802	1,477	1,330	4,880	5,311	5,332	5,570
National Heritage Council	68,493	71,353	66,968	72,248	73,602	73,885	77,203
<b>Total</b>	<b>2,346,329</b>	<b>2,468,193</b>	<b>2,144,585</b>	<b>2,534,562</b>	<b>2,629,321</b>	<b>2,631,457</b>	<b>2,749,762</b>



R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Economic classification</b>							
<b>Current payments</b>	<b>95,430</b>	<b>96,138</b>	<b>74,729</b>	<b>103,190</b>	<b>110,179</b>	<b>109,567</b>	<b>116,824</b>
Compensation of employees	53,560	56,184	57,554	68,942	70,586	70,062	73,730
Goods and services	41,870	39,954	17,175	34,248	39,593	39,505	43,094
<b>Interest</b>	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>2,250,627</b>	<b>2,372,010</b>	<b>2,069,741</b>	<b>2,431,372</b>	<b>2,519,142</b>	<b>2,521,890</b>	<b>2,632,938</b>
Provinces and municipalities	1,423,684	1,501,199	1,152,724	1,495,836	1,572,550	1,570,800	1,641,344
Departmental agencies and accounts	809,833	849,022	895,815	896,074	925,390	930,262	970,394
Higher education institutions	-	-	-	-	-	-	-
Foreign governments and international organisations	1,944	2,025	2,136	2,352	2,409	2,419	2,528
Public Corporations	-	-	735	9,000	-	-	-
Non-profit institutions	11,728	14,540	12,657	21,424	13,766	13,379	13,637
Households	3,438	5,224	5,674	6,686	5,027	5,030	5,035
<b>Payments for capital assets</b>	<b>204</b>	<b>19</b>	<b>115</b>	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-
Transport equipment	-	-	-	-	-	-	-
Other machinery and equipment	204	19	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-
Software and other intangible assets	-	-	115	-	-	-	-
<b>Payments for financial assets</b>	<b>68</b>	<b>26</b>		-	-	-	-
<b>Total</b>	<b>2,346,329</b>	<b>2,468,193</b>	<b>2,144,585</b>	<b>2,534,562</b>	<b>2,629,321</b>	<b>2,631,457</b>	<b>2,749,762</b>

A narrative on the budget in relation to outputs is consolidated in *Part B: Our Strategic Focus* under Overview of the 2022/23 Budget and MTEF Estimates.





## 5. KEY RISKS AND MITIGATIONS

CORPORATE SERVICES STRATEGIC RISK INPUTS					
Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
1.	Transformed, capable and professional sport, arts and culture sector	<p><b>Unemployment Risk</b></p> <p>Increased levels of unemployment and underemployment of youth in the Sport, Arts and Culture Sector which threatens the Department's capability to contribute to the country's economy, and employment interventions to position the Sector as viable through long-term employment</p>	<p>1.1 Inability to offer practical exposure or equip youth in the workplace to enable employment in the Sector</p> <p>1.2 Migration of skilled sports, arts and culture practitioners to other sectors within the economy</p> <p>1.3 Short-, medium- and long-term interventions [supply vs demand of work opportunities] not applied at a sectoral level</p> <p>1.4 Qualified arts and culture practitioners are not absorbed into the Sector work streams</p> <p>1.5 Budget cuts lead to non-filling of funded positions in the Department</p> <p>1.6 Cost of employment threshold set by the NT prevents further employment opportunities</p> <p>2.1 Unknown demand and supply of skills in the Sports, Arts, Culture and Heritage Sector</p> <p>2.2 Increasing country forecasts on unemployment</p> <p>3. Competing mandates of national priorities resulting in SAC budget allocation being limited</p> <p>4. Applied cost of employment budget cuts over the MTEF period</p>	<p>1. Existing Graduate Internship Programme</p> <p>2. National Development Plan goals towards growing an inclusive economy</p> <p>3. Existing MoUs with schools for coaching job opportunities</p> <p>4. Presidential Employment Stimulus Programme [PESP]</p> <p>5. Bursary programme [heritage and language] to fund qualifying students to augment the need and shortage of arts practitioners</p> <p>6. Human Resource Development Policy</p> <p>7. General Regulatory Framework [Skills Development Act, 1998 (Act No. 97 of 1998)]</p> <p>8. Internal reprioritisation of existing funded allocation</p>	<p>1. Scale up job opportunities for youth in the Sport and Recreation Sector by applying for funding from CATHSSETA to employ youth</p> <p>2. Use collaborative partnerships in the Sport and Recreation Sector to train youth and create job opportunities [e.g. personal instructors]</p> <p>3. Absorb youth into formal employment by placing them in the Department's entities</p> <p>4. Conduct a market research and analysis on unemployed youth in the Sector</p> <p>5. Dedicated procurement spent towards youth-owned companies in line with the National Development Guidelines</p> <p>6. Consider a review of the Department's strategy and streamline programmes with the aim of identifying cost savings to create employment opportunities</p>



**CORPORATE SERVICES STRATEGIC RISK INPUTS**

<b>Risk No.</b>	<b>Outcome</b>	<b>A: Risk type and risk statement</b>	<b>B: Known contributing factors</b>	<b>C: Existing control measures</b>	<b>D: Key mitigations/response plans</b>
2.	Compliant and responsive governance	<b>Employee, Health and Safety Risk</b> Adverse impact of COVID-19 on the world of work has negative implications for the workforce health and safety which affects operational continuity	1. Unknown repercussions on the management of vaccination processes 2. Management of unvaccinated workforce 3. Limited job opportunities emanating from the slow pace of the economy 4. Undefined legal right of the vaccinated workforce against the unvaccinated workforce	1. Disaster Management Act, 2002, government regulations to manage the pandemic 2. National and departmental policies 3. Health protocols	1. Assess impact of COVID-19 on travelling officials [international arrangements] 2. Monitor government-wide directives on mandatory vaccination or policy development on managing the workforce in the vaccination process
3.	Compliant and responsive governance	<b>Financial Risk</b> Underspending on the allocated budget exposes the Department to continued budget cuts and potential under-delivery on its mandate	1. Large reserves kept at public entity level 2. Under-expenditure and slow spending on the Capex budget 3. Late transfers to public entities 4. Inability to financially sustain public entities	1. Monthly budget reconciliation of expenditure conducted by Branch and Directorates 2. Branch expenditure reports submitted to EMT 3. Line function management receives monthly expenditure reports 4. IYM conducted monthly 5. Quarterly audits on financial statements by Internal Audit	1. Implement outcomes of on-spending programmes during the AENE process 2. Increased scrutiny of the under-expenditure on Capex and slow spending programmes for redirection towards emerging priorities 3. Use rolled-over funds as approved by the NT as an exception to ensure service delivery continuity





CORPORATE SERVICES STRATEGIC RISK INPUTS					
Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
4.	Compliant and responsive governance	<b>Governance Risk</b> Inability to uphold compliance with set prescripts, laws and guidelines by appointed board members which compromise the effective application of oversight of DSAC's public entities	1. Delayed decision making by boards on contentious matters 2. Existing ethical negligence [by board members in the management of conflict of interest] 3. Council encroaching on management/operational matters in entities 4. Limited effective leadership and efficiency of boards 5. Inability to espouse governance codes of conduct of boards [e.g. King IV] leading to compromised integrity of some board members 6. Excessive scheduling of meetings 7. Unforeseen liability from litigation which may require professional insurance of board members 8. Unmanaged financial reserves for some entities 9. Financial non-compliance [irregular expenditure]	1. Governance frameworks to guide the functioning of boards 2. Delegation of authority 3. Board inductions 4. Continuous professional development for board members [Institute of Directors South Africa (IoDSA)] 5. Quarterly performance reviews 6. Site visits to entities 7. Continue to conduct competency assessment for board members prior to appointment	1. Upskill/reskill board members, post annual Board Effectiveness Assessment 2. Conduct background checks on recommended board members 3. Co-opt DSAC members to represent DSAC vested interests at board meetings
5.	Compliant and responsive governance	<b>Business Continuity Risk</b> Insufficient preparedness for disruption to critical departmental operations	1. Absence of an approved business continuity management (BCM) strategy to respond to disruption to DSAC facilities, unavailability of people and daily processes 2. Outdated and ageing ICT infrastructure 3. Inefficient knowledge management facilities in the Department	1. Business process in place as developed for APP indicators 2. Occupational Health and Safety Committee in place [e.g. evacuation drills, first aid kits] 3. ICT Steering Committee 4. Interim contingency plans in place [ICT for systems] 5. Approved ICT Disaster Recovery Plan 6. DSAC Service Delivery Model	1. Develop an integrated business continuity strategy for the Department. 2. Training of business continuity coordinators at Branch level 3. Integrate the ICT Steering Committee with BCM subcommittees [Facilities; Safety, Health, Environment and Quality; Systems and Recovery] 4. Implement a two-year rollout strategy focusing on a BCM strategy and national disaster recovery plan for the National Archives



CORPORATE SERVICES STRATEGIC RISK INPUTS					
Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
6.	Compliant and responsive governance	<b>Cyber Risk</b> Possible cyber and information security incidents (breaches and hacking) in a changed working environment may result in loss of data and ransomware attacks	1. Intrusion of malware on critical systems in the Department through local network and mobile connections 2. Lack of firewall for the current network at the National Archives [Old Library Building and Film Archives] resulting in weakened network security 3. Private hosting of server for systems that run programs for the Department by independent service providers 4. Limited updates on the antivirus software on existing tools may lead to virus exposure for remote working workforce 5. Automation resulting in an increase of cyber risk	1. Annual vulnerability assessments 2. Security awareness messages issued 3. Firewalls and antivirus software for some of the systems 4. Networking monitoring tools 5. IT Security Policy 6. Backup systems 7. Existing service level agreement with SITA 8. Approved ICT governance framework	1. Establishment of a threat and vulnerability management programme 2. Align the DSAC ICT Security Policy to the Cybersecurity Framework of the DPSA 3. Implement the recommendations from the ICT POPIA gap analysis
7.	Transformed, capable and professional sport, arts and culture sector	<b>Reputational Risk</b> Negative perceptions from the Department's stakeholders threaten the reputation and brand of the Department	1. Increased negative perceptions perpetuated on social media 2. Unmanaged media perceptions in the public space 3. Lack of corrective interventions to negative perceptions by the Department 4. Lack of integration and input at a departmental level to manage stakeholder engagement 5. No dedicated marketing budget for media buying [for marketing purpose] 6. Management's misconception about communications and marketing [emanating from the DSAC's implementing agents]	1. Corporate identity manual in place 2. Content plans for social media platforms in place aligned to monthly awareness campaigns 3. Marketing clause in the service level agreement on content produced to promote the Department [corporate identity, social media uploads, etc.] 4. Draft Communications and Marketing Strategy	1. Obtain approval for the DSAC Communications and Marketing Strategy 2. Employ media buying and marketing agency to increase efficiency in the delivery of services of the Department 3. Integrate awareness initiatives to portray and effectively disseminate and represent the work of DSAC and its stakeholders [public entities and federations] on social media and other mediums



### CORPORATE SERVICES STRATEGIC RISK INPUTS

Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
8.	Transformed, capable and professional sport, arts and culture sector	<p><b>Socio-Political Risk</b></p> <p>The current economic pandemic, changing political and economic dynamics with trading partners, unrest and conflicts have an adverse impact on the roll-out of the international programme.</p>	<ol style="list-style-type: none"> <li>1. Lack of policy and strategy implementation for diplomacy in sport, arts and culture</li> <li>2. There is no uniformity in the design, meaning, application, objectives and execution of the overall cultural diplomatic work</li> <li>3. Limitations on international travel emanating from COVID-19 travel restrictions affect the delivery of International Relations (IR) Deliverables</li> <li>4. Varying restrictions from various countries on international travel based on vaccination requirements prior to entry</li> <li>5. Political instability in the continent</li> </ol>	<ol style="list-style-type: none"> <li>1. Existing multilateral and bilateral agreements</li> <li>2. IR implementation plans</li> <li>3. DSAC and DIRCO interdepartmental engagements</li> <li>4. Binational forums, ministerial meetings, senior official meetings at national and international level</li> <li>5. Africa Group meeting [multilateral level]</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop an IR policy and strategy for DAC</li> <li>2. Consult internally on the draft IR strategy on sport, arts and culture</li> <li>3. Integrate research outcomes on cultural diplomacy with the IR foreign policy driven by DIRCO</li> <li>4. Address misalignment through the policy to find placing for cultural diplomacy within the continent and globally in sport, arts and culture</li> <li>5. Activate alternative interventions to detect and address potential instability and reprioritise projects</li> </ol>



RECREATION, DEVELOPMENT AND SPORT PROMOTION					
Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
1.	All outcomes	<b>Planning Risk</b> Inability to plan for core projects has an impact on the delivery and implementation of programmes <b>[New]</b>	1. Compounded major projects to be delivered within a short space of time [transversal] 2. Increasing compliance demands internally which compromise core departmental mandates [active native]	1. Monthly meetings at DDG level 2. Project management meetings with provincial officials 3. Planning meeting internally	1. Communicate the Branch calendar 2. Adequate lead/planning sessions for projects 3. Detailed project implementation plans to be finalised in the current year [March 2021] for the ensuing year [April 2021] 4. Improve on the chain of communication 5. Conduct risk assessments on key projects 6. Formulation, management of and reporting against a compliance calendar
2.	Transformed, capable and professional sport, arts and culture sector	<b>Financial Risk</b> Continued budget cuts and limited funding compromise the long term sustainability of sport <b>[National Sport and Recreation Plan]</b>	1. Allocation of funding is primarily aligned to envisaged key priorities compromising sport for competing priorities [e.g. education, policing] 2. Potential underspending on key projects due to unallocated human resource support 3. Suspension of projects due to late payment of contractors	1. Business plans received and interrogated [for Infrastructure projects] 2. Monitoring of financial spend for projects 3. Use cash flow projection for key projects	1. Use of collaborative partners to fund some capital projects [DPWI] 2. Funding reprioritisation in the Branch and organisation to redirect funding to underfunded programmes 3. Reintroduce compilation of business plans to the NT for additional funding
3.	Transformed, capable and professional sport, arts and culture sector	<b>Transformation Risk</b> Government intervention towards anticipated transformation in the Sports Sector is derailed by the unsatisfactory progress made by federations	1. Limited capacity to generate income at federation level with an expectation to drive the transformation agenda 2. Governance challenges experienced in various federations 3. National teams represented in the main by citizens who have access to existing opportunities	1. National Sport and Recreation Plan is in place 2. Sport-specific barometer agreements 3. Transformation reports	1. Engage key stakeholders in key elements to support transformation plans of federations 2. Finalise the review of the Transformation Charter 3. Incorporate findings and recommendations of the EPG in the funding agreements with federations 4. Monitor the implementation of transformation interventions



## RECREATION, DEVELOPMENT AND SPORT PROMOTION

RECREATION, DEVELOPMENT AND SPORT PROMOTION					
Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
4.	Integrated and accessible SAC infrastructure and information	<b>Infrastructure Access Risk</b> Inequitable access and delays in the delivery of developed infrastructure which may result in inadequate community access to and usage of planned and established infrastructure	1. Unmaintained infrastructure leading to disuse and inaccessibility for use by communities 2. Inadequate supply of infrastructure 3. Abandoned facilities due to lack of upkeep	1. Public Works Infrastructure Committee meetings to monitor projects 2. Infrastructure Development Policy is in place 3. Standard operating procedures 4. MIGs 5. Periodic progress meetings 6. Monthly and quarterly reporting	1. Resuscitation of the internal Infrastructure Committee to monitor projects
5.	A diverse socially cohesive society with a common national identity	<b>Resourcing Risk</b> Limited human resources at a provincial level and in the Department to provide support for project delivery [new]	1. Over-reliance on provincial government human resources to deliver on key project management [active nation] 2. Unsupported mandates through human resources [winning nation], i.e. numbers 3. Unfunded positions in critical delivery points 4. Current funding does not cover existing vacant positions 5. Delayed organisational review to match and place officials in their rightful positions	1. Use of consultants to augment current resource constraints internally, and continuous monitoring	1. Review the APP with a view to reprioritising deliverables 2. Cross-functional reporting within function requires review 3. Correct placement of available resources 4. Finalise recruitment of priority posts



**ARTS AND CULTURE PROMOTION AND DEVELOPMENT**

<b>Risk No.</b>	<b>Outcome</b>	<b>A: Risk type and risk statement</b>	<b>B: Known contributing factors</b>	<b>C: Existing control measures</b>	<b>D: Key mitigations/response plans</b>
1.	Increased market share of and job opportunities created in sport, cultural and creative industries	<b>Economic Access Risk</b> Limited existing opportunities to collaborate, network and create market access for artists disabling growth opportunities of the economy	<ol style="list-style-type: none"> <li>1. Redirection of funds and limited funding for projects</li> <li>2. Adverse impact of COVID-19 on funding opportunities</li> <li>3. Reduction in scale of programmes/ projects that are funded</li> <li>4. Reduction of appropriated budget year on year</li> <li>5. Possible unmet financial support demand for artists</li> <li>6. Low economic participation by artists and no economic support for their offering</li> <li>7. Increased level of dependency on government by artists</li> </ol>	<ol style="list-style-type: none"> <li>1. Existing cultural agreements and co-production treaties [e.g. BRICS multilateral agreement]</li> <li>2. Uptake of opportunities and international platforms afforded to artists by DSAC [subject to travel limitations]</li> <li>3. Touring Ventures as a work stream is used as a vehicle to create market access [Open call administration]</li> <li>4. Funding guidelines allow sub streams to tap into government interventions</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop a recovery plan to increase market share in line with the White Paper</li> <li>2. Streamline the current Touring Ventures approach to forge increased opportunities</li> </ol>
2.	Integrated and accessible SAC infrastructure and information	<b>Alignment Risk</b> Dysfunctional and inaccessible Community Arts Centres [CACs] which reduce the participation in Arts and Culture Programmes at community level	<ol style="list-style-type: none"> <li>1. Over-reliance on third parties and stakeholders to deliver CACs and CAC-related projects</li> <li>2. Limited technical capacity internally and at provincial level</li> <li>3. Inconsistent functionality of provinces in the delivery of strategies for CACs</li> <li>4. CACs are not well resourced [to migrate to a virtual environment]</li> </ol>	<ol style="list-style-type: none"> <li>1. Oversight structures in the Ministers and Members of Executive Council [MinMEC] to report on the implementation of the CAC Programme</li> <li>2. Existing engagement between CACs and the Department</li> <li>3. Standard operating procedure for CACs</li> <li>4. Research outcomes on the functionality in South Africa</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement the recommendation of the research report on CACs</li> <li>2. Redefine roles of vertical government [national, provincial and local] engagements on the delivery of CACs to ensure their viability</li> <li>3. Increased training in project management to increase technical capability in the delivery of CACs</li> </ol>







### ARTS AND CULTURE PROMOTION AND DEVELOPMENT

Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
3.	Transformed, capable and professional sport, arts and culture sector	<b>Performance Measurement Risk</b> Inability to assess the impact and economic viability of funded projects through MGE as a strategic economic intervention in the Arts, Culture and Heritage Sector	1. Limited funds due to budget adjustments 2. Existing resources and capabilities in the Department to deliver on the demands of MGE are limited 3. Possibility that the Department is not making an impact on the artists' lives 4. Travel restriction [re COVID-19] 5. Adjustment of targets on the APP	1. MGE Funding Guidelines 2. ACPD Transfers and Funding Policy 3. Dedicated budget allocated to MGE 4. SACO research on the sector [economic impact of the creative sector] 5. Internal governance/oversight structures on MGE funding 6. Standard operating procedures are in place	1. Assess the full value chain of MGE as an intervention and its impact on the creative artists' lives. 2. Revisit the value chain [content development] and assess the impact thereof 3. Consider intergovernmental relations with other peer departments to have an impactful investment [e.g. Department of Trade and Industry & Competition; Department of Basic Education, Small Business Enterprises.]

### HERITAGE PROMOTION AND PRESERVATION

Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
1.	Transformed, capable and professional sport, arts and culture sector	<b>Capacity/Skill Risk</b> Limitation to absorb graduates [skilled heritage professionals/practitioners] into the world of work, which may lead to failure to preserve, conserve and protect the heritage of country.	1. A need still exists to address other genres of the heritage profession in the Sector [e.g. exhibition specialists] 2. Increased reliance of graduates on government for employment without considering alternatives in other sectors or self-employment 3. Limited technical skills in the Department for prioritised projects in heritage [e.g. digitisation capabilities]	1. Funded mandate to provide bursaries to bridge the skills gap 2. Heritage Study Programme in the Department 3. Approved placement strategy for heritage is in place	1. Implement the heritage bursary graduate placement strategy 2. Implement recommendations of the impact assessment of the current bursary scheme conducted by SACO



HERITAGE PROMOTION AND PRESERVATION					
Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
2.	Transformed, capable and professional sport, arts and culture sector	<b>Transformation Risk</b> Delayed heritage landscape transformation resulting in socio-cultural disempowerment and inadequacy in policy transformation.	1. Emerging institutions pending the rationalisation of entities 2. Review of the legislation may lead to new policy development in the Sector	1. Existing legislation National Heritage Council Act, 1999; National Heritage Resources Act, 1999; Cultural Institutions Act, 1998; Revised White Paper on Arts, Culture and Heritage.] 2. Existing heritage institutions and agencies 3. New policies approved [Living Heritage Policy, Repatriation Policy, etc.]	1. Develop a national heritage legacy project policy 2. Conduct national, provincial and sector consultations on the legacy policy 3. Finalise the costing of the Draft Digitisation Policy. 4. Table Digitisation Policy at the Cluster Committee meeting 5. Submit the Digitisation Policy to Cabinet
3.	Integrated and accessible SAC infrastructure and information	<b>Infrastructure Access Risk</b> Inequitable access and delays in the delivery of developed infrastructure may result in inadequate community access to and use of planned and established infrastructure	1. Disparities and inequality in accessing library infrastructure still exist 2. Lack of funding to operationalise built infrastructure 3. Existing budget cuts in the public sector have an adverse impact on securing additional funds for maintenance of facilities 4. Cost escalations in the built environment to construct new facilities	1. Provincial business plans are considered for approving transfers of funds allocated 2. Quarterly reporting [financial and performance] 3. Provincial coordinators to monitor implementation and compliance	Finalise implementation of the norms and standards framework pending the availability of funding



## HERITAGE PROMOTION AND PRESERVATION



Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
4.	Compliant and responsive governance	<p><b>Business Continuity Risk</b></p> <p>Insufficient preparedness for disruption to critical departmental operations</p>	<ol style="list-style-type: none"> <li>1. Absence of an approved BCM strategy to respond to disruption to DSAC facilities, unavailability of people and daily processes</li> <li>2. Unavailable infrastructure</li> <li>3. Scale and pace of digitisation is dependent on funding</li> <li>4. Inability to ingest or harvest and preserve born-digital records</li> <li>5. Outdated and ageing ICT infrastructure</li> <li>6. No appointed records manager for the Department.</li> <li>7. Inefficient knowledge management facilities in the Department</li> <li>8. Existing backlog of archiving material</li> <li>9. No DSAC or sectoral framework for disaster management that deals with disasters that have an impact on the NARSSA</li> </ol>	<ol style="list-style-type: none"> <li>1. Feasibility study for the new National Archives building</li> <li>2. National Disaster Management Framework</li> <li>3. National Disaster Management Act, 2002</li> </ol>	<ol style="list-style-type: none"> <li>1. Review the outdated National Archives Strategy to align it with the departmental digitisation policy that can be customised by heritage institutions for their purposes</li> <li>2. Develop a standard national digitisation strategy that can be customised by heritage institutions for their purposes</li> <li>3. Finalise the development of a disaster management plan for the National Archives</li> </ol>
5.	A diverse socially cohesive society with a common national identity	<p><b>Contagion Risk</b></p> <p>COVID-19 as a declared national disaster has an adverse impact on the delivery of projects</p>	<ol style="list-style-type: none"> <li>1. Limitations on the delivery mode to create awareness of the national identity</li> <li>2. Continuous restrictions limiting the reach of the identified stakeholders</li> <li>3. Increased cost of compliance to COVID-19 health and safety measures prior to public engagements</li> <li>4. Missed opportunity to create awareness via digital content</li> </ol>	<ol style="list-style-type: none"> <li>1. Community awareness conducted via radio stations</li> <li>2. Collaborative partners to mobilise and deliver awareness content [national and provincial government, GCIS]</li> </ol>	<p>Advance planning as an intervention to be applied to delivery targets to enable early delivery during the less restrictive lockdown regulations</p>



## 6. PUBLIC ENTITIES AND NON-PROFIT ORGANISATIONS SUPPORTED BY DSAC



### 6.1 PUBLIC ENTITIES

#### 6.1.1 CONTACT DETAILS

LOGO	Name of Institution	Classification	Primary Contact
 www.artscape.co.za	Artscape Cape Town – (WC)	Performing Arts Entity	CEO: Ms Marlene le Roux Tel: (021) 410-9970   410 9800 Fax: (021) 412 8756   410 9971 Cell: 083 701 8889 Email: MarleneL@artscape.co.za
			CEO's PA: Ms Charmaine Hess Tel: (021) 410-9962 Email: CharmaineH@artscape.co.za
			CFO: Mr Vernon van der Linde Tel: (021) 410-9870 Cell: 081 4958 101 Email: VernonV@artscape.co.za
			CFO's PA: Ms Theresa Lombard Tel: (021) 410-9962 Email: theresal@artscape.co.za
 www.markettheatre.co.za	Market Theatre Johannesburg - (GP)	Performing Arts Entity	CEO: Ms Tshiamo Mkgadi Tel: (011) 832 1641 Fax: (011) 834 4311 Cell: 076 045 4141 Email: tshiamom@markettheatre.co.za
			CEO's PA: Portia Muvirimi Tel: (011) 832 1641 Fax: (011) 834 4311 Email: Portiam@markettheatre.co.za
			CFO: Ms Christine McDonald Tel: (011) 832 1641 Fax: (011) 834 4311 Cell: 082 458 6425 Email: christine@markettheatre.co.za



LOGO	Name of Institution	Classification	Primary Contact
 www.pacofs.co.za	PACOFS Bloemfontein – (FS)	Performing Arts Entity	CEO's PA: Ms Dohah Orlu Tel: (051) 447 7771 Fax: (051) 430 5523 Email: ceo@pacofs.co.za
			CFO: Mr Sello Sanyane Tel: (051) 447 7771 ext 2318 Fax: (051) 430 5523 Cell: 079 013 3530 Email: cfo@pacofs.co.za
 www.theplayhouse.org.za	Playhouse Company Durban – (KZN)	Performing Arts Entity	CEO: Ms Linda Bukhosini Tel: (031) 369 9400 Fax: (031) 306 2166 Cell: 083 788 7902 Email: ceo@playhousecompany.com
			CEO's PA: Ms Charmaine Moodley Tel: (031) 369 9400 Fax: (031) 306 2166 Email: adminmanager@playhousecompany.com
			CFO: Mr Amar Mohanparasadh Tel: (031) 369 9479 Fax: (031) 306 2166 Cell: 083 384 0170 Email: cfo@playhousecompany.com
			CFO's PA: Ms Janine Singh Tel: (031) 369 9479 Fax: (031) 306 2166 Email: cfopa@playhousecompany.com
 www.statetheatre.co.za	State Theatre Pretoria – (GP)	Performing Arts Entity	CEO: Dr Sibongiseni Mkhize Tel: (012) 392 4283 Fax: (012) 322 3913 Cell: 083 629 6899 Email: sibongiseni@statetheatre.co.za
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			ACT CFO: Ms Lebogang Mphahlele Tel: (012) 392 4195 Fax: 086 631 3152 Cell: 084 548 8192 Email: lebogan@statetheatre.co.za

LOGO	Name of Institution	Classification	Primary Contact
	Mandela Bay Theatre Complex (EC)	Performing Arts Entity	CEO: Mr Monde Ngonyama Cell: 082 366 0555 Email: zizi@mandelabaytheatre.co.za Admin Support: Mr Monwabisi Nzimela Cell: 061 899 8926 CFO: Mr Amit Raj Cell: 082 445 5466 amit@mandelabaytheatre.co.za
	Die Afrikaanse Taalmuseum & Monument Paarl – (WC)	Heritage Entity	Director: Mr Michael Jonas Tel: (021) 872 2018 Fax: (021) 872 3642 Cell: 072 776 3510 Email: direkteur@taalmuseum.co.za Director's PA: Ms Rodene Williams Tel: (021) 872 2018 Fax: (021) 872 3642 Email: admin@taalmuseum.co.za CFO: Ms Tania Laing Tel: (021) 872 3441 Cel: 079 410 1649 Email: finbestuur@taalmuseum.co.za
	Iziko Museums of South Africa Cape Town – (WC)	Heritage Entity	CEO: Ms Rooksana Omar Tel: (021) 481 3800 Fax: (021) 481 3994 Cell: 083 409 0609 Email: romar@iziko.org.za CEO's PA: Ms Kashiefa Millward Tel: (021) 481 3800 Fax: (021) 481 3994 Email: kmillward@iziko.org.za CFO: Ms Ronel Pedro Tel: (021) 481 3800 Fax: (021) 481 3993 Cell: 072 468 1630 Email: ronell@iziko.org.za CFO's PA: Ms Sophia Darocha Tel: (021) 481 3800 Fax: (021) 481 3993 Email: sdarocha@iziko.org.za



LOGO	Name of Institution	Classification	Primary Contact
	Amazwi – South African Museum of Literature Makhanda – (EC)	Heritage Entity	Director: Ms Beverly Thomas Tel: (046) 622 7095 Fax: (046) 622 2582 Cell: 082 871 9019 Email: b.thomas@amazwi.museum Director's PA: Ms Cindy Potgieter Tel: (046) 622 7095 Fax: (046) 622 2582 Email: c.a.potgieter@amazwi.museum CFO: Mr Itayi Daringo Tel: (046) 872 3441 Fax: (046) 622 2582 Cell: 082 321 7906 Email: i.daringo@amazwi.museum
	Luthuli Museum Groutville – (KZN)	Heritage Entity	Director: Mr Brian Xaba Tel: (032) 559 6822/3/4 Fax: (032) 559 6806 Cell: 071 895 1256 Email: Xabab@luthulimuseum.org.za Director's PA: NO PA Landline: (032) 559 6822/3/7 Facsimile: (032) 559 6806 CFO: Mr Julawolwazi Ncwane Tel: (032) 559 6822/3/4 Fax: (032) 559 6806 Cell: 083 426 6782 Email: financemanager@luthulimuseum.org.za



LOGO	Name of Institution	Classification	Primary Contact
 www.nmsa.org.za	Kwa-Zulu Natal Museum	Heritage Entity	Director: Mr Luthando Maphasa Tel: (033) 345 1404 Fax: (033) 345 0561 Cell: 083 645 3322 Email: lmaphasa@nmsa.org.za
			Director's PA: Ms Nonkululeko Zondi Tel: (033) 345 1404 Fax: (033) 345 0561 Email: nzondi@nmsa.org.za
			CFO: Mr Siphamandla Dlamini Tel: (033) 341 0551 Fax: (033) 345 0561 Cell: 073 800 0815 Email: sdlamini@nmsa.org.za
 www.msunduzimuseum.org.za	Umsunduzi/ Voortrekker Museum	Performing Arts Entity	Director: Dr Mlungisi Ngubane Tel: (033) 394 6834/5 Fax: (033) 342 4100 Cell: 082 296 2499 Email: mngubane@msunduzimuseum.org.za
			Director's PA: Ms Lestelle Sewell Tel: (033) 394 6834/5 Fax: (033) 342 4100 Email: lbarnwell@msunduzimuseum.org.za

LOGO	Name of Institution	Classification	Primary Contact
 www.nasmus.co.za	National Museum Bloemfontein – (FS)	Heritage Entity	Director: Ms Sharon Snell Tel: (051) 447 9609 Fax: (051) 447 6273 Cell: 074 244 8877 Email: snell@nasmus.co.za
			Director's PA: Ms Shirley Van der Westhuizen Tel: (051) 447 9609 Fax: (051) 447 6273 Email: direk@nasmus.co.za
			CFO: Mr Gabisile Simelane Tel: (051) 447 9609 Fax: (051) 447 6273 Cell: 082 523 9849 Email: cfo@nasmus.co.za
 www.nelsonmandelamuseum.org.za	Nelson Mandela Museum Mthatha – (EC)	Heritage Entity	CEO: Mr Bonke Thyulu Tel: (047) 501 9500 Fax: (047) 532 3345 Cel: 079 506 7848 Email: bonke@nelsonmandelamuseum.org.za
			CEO's PA: Ms Lusanda Jass Tel: (047) 501 9500 Fax: (047) 532 3345 Email: lusanda@nelsonmandelamuseum.org.za
			CFO: Mr Mandisi Msongelwa Tel: (047) 501 9607 Fax: (047) 538 0218 Cell: 082 312 7817 Email: mandisi@nelsonmandelamuseum.org.za

LOGO	Name of Institution	Classification	Primary Contact
 www.ditsong.org.za	Ditsong Museums of South Africa Pretoria – (GP)	Heritage Entity	CFO: Mr Kennedy Kaposha Tel: (012) 000 00010 Fax: (012) 323 7518 Cell: 082 564 9438 Email: kennedy@ditsong.org.za
			CEO's PA: Ms Phindile Nthane Tel: (012) 000 0010 Fax: (012) 323 6598 Email: phindilen@ditsong.org.za
			CEO: Ms Annabel Lebethe Tel: (012) 000 0010 Fax: (012) 323 6598 Cell: 083 602 1407 Email: lebethel@ditsong.org.za
 www.robben-island.org.za	Robben Island Museum Cape Town – (WC)	Heritage Entity	CEO: Ms Abigail Thulare Tel: (021) 413 4213 Fax: 086 661 6981 Cell: 083 321 9921 Email: abigailt@robben-island.org.za
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			CFO: Mr Blayne Crocker Tel: (021) 413 4258/9 Fax: (021) 425 4502 Cell: 083 321 9921 Email: blayneC@robben-island.org.za
			CFO's PA: Ms Khaya Tyala Tel: (021) 413 4213 Fax: 086 661 6981 Email: khayat@robben-island.org.za

LOGO	Name of Institution	Classification	Primary Contact
 www.anglo-boer.co.za	War Museum of the Boer Republics Bloemfontein – (FS)	Heritage Entity	Director: Mr Tokkie Pretorius Tel: (051) 447 3447 Fax: (051) 447 1322 Cel: 082 802 1698 Email: tokkie@anglo-boer.co.za Director's PA: Ms Elmarie Malherbe Tel: (051) 447 3447 Fax: (051) 447 1322 Email: elmarie@anglo-boer.co.za CFO: Palesa Ramathibe Tel: (051) 447 0079 Fax: (051) 447 1322 Cell: 083 950 8694 Email: CFO@anglo-boer.co.za
 www.whag.co.za	William Humphreys Art Gallery Kimberley – (NC)	Heritage Entity	Director: Ms Nelly Mkhize Tel: (053) 831 1724/5 Fax: (053) 832 2221 Cell: 083 260 4821 Email: Nelly@whag.co.za Director's PA: Ms Zaakirah Nooroodien Tel: (053) 831 1724/5 Fax: (053) 832 2221 Email: zaakirah@whag.co.za CFO: Ms Martha Ramafalo Tel: (053) 831 1724/5 Fax: (053) 832 2221 Cell: 072 894 9337 Email: cfo@whag.co.za






LOGO	Name of Institution	Classification	Primary Contact
 an agency of the Department of Sport, Arts and Culture  <a href="http://www.sahra.org.za">www.sahra.org.za</a>	South African Heritage Resources Agency (SAHRA) Cape Town – (WC)	Heritage Entity	CEO: Adv. Lungi Malgas Tel: (021) 462 4502 Fax: (0210 462 1753 Cell: 079 425 7390 / 076 011 1905 Email: lmalgas@sahra.org.za
			CEO's PA: Ms Lerato Naanyane Tel: (021) 462 4502 Fax: (0210 462 1753 Email: lnaanyane@sahra.org.za
			Acting CFO: Ms Bongive Madolo Tel: (021) 462 4502 Fax: (0210 462 1753 Cell: 083 241 7496 Email: bmadolo@sahra.org.za
			CFO's PA: Ms Nomonde Mbulawa Tel: (021) 462 4502 Fax: (021) 462 1753 Email: nmbulawa@sahra.org.za
 AN AGENCY OF THE DEPARTMENT OF SPORT, ARTS AND CULTURE  <a href="http://www.freedompark.co.za">www.freedompark.co.za</a>	Freedom Park Pretoria – (GP)	Heritage Entity	CEO: Ms Jane Mufamadi Tel: (012) 336 4000/4012 Fax: (012) 336 4021 Cel: 082 859 6980 Email: jane@freedompark.co.za
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			CFO's PA: Ms Ndumi Gila Tel: (012) 336 4016 Fax: (012) 336 4021 Email: ndumi@freedompark.co.za

LOGO	Name of Institution	Classification	Primary Contact
 SOUTH AFRICAN LIBRARY FOR THE BLIND An Agency of the Department of Sport, Arts and Culture  <a href="http://www.salb.org.za">www.salb.org.za</a>	South African Library for the Blind (SALB) Makhanda – (EC)	Library	Director: Mr Mandla Ntombela Tel: (046) 622 7226 Fax: (046) 622 4645 Cell: 083 626 8531 Email: Mandla.Ntombela@salb.org.za
			ACT CEO's PA: Ms Nombasa Kate Tel: (046) 622 7226 Fax: (046) 622 4645 Email: Nombasa.kate@salb.org.za
			CFO: Mr Yasheen Ramcharan Tel: (046) 622 7226 Fax: (046) 622 4645 Cel: 073 044 3297 Email: Yasheen.Ramcharan@salb.org.za
 NATIONAL LIBRARY OF SOUTH AFRICA  <a href="http://www.nlsa.ac.za">www.nlsa.ac.za</a>	National Library of SA (NLSA) Johannesburg – (GP)	Library	CEO: Mr Kepi Madumo Tel: (012) 401 9763/81 Fax: (012) 326 7642 Cell: 066 517 5040 Email: Kepi.Mdumo@nlsa.ac.za
			CEO's PA: NO PA Tel: (012) 401 9763/81 Fax: (012) 326 7642 Email: Lorraine@nlsa.ac.za
			CFO: Mr Ishmail Abdoola Tel: (012) 401 9700 Fax: (012) 326 7640 Cell: 083 786 6363 Email: ismail.abdoola@nlsa.ac.za



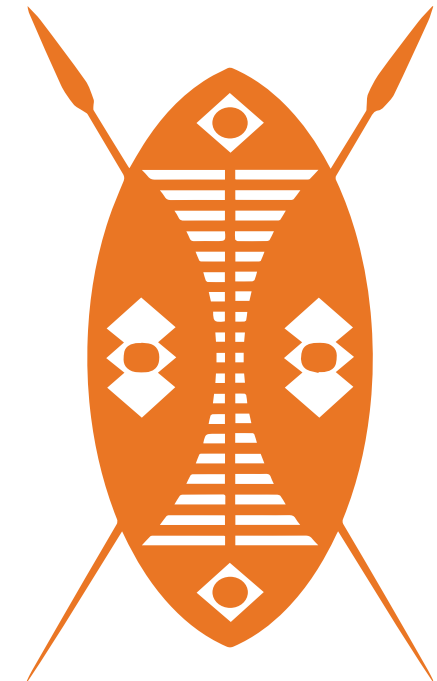


LOGO	Name of Institution	Classification	Primary Contact
 www.nac.ac.za	National Arts Council (NAC) Johannesburg – (GP)	Development Agency	ACT CEO: Ms Marion Mbina-Mthembu Tel: (011) 838 1383 ext 106 Fax: (011) 838 6363 Cell: 083 441 2027 Email: Marion@nac.org.za
			CEO's PA: Ms Connie Thabethe Tel: (011) 838 1383 Fax: (011) 838 6363 Email: connie@nac.org.za
			ACT CFO: Mr Jaon O' Hara Tel: (011) 838 1383 Fax: (011) 838 6363 Cell: 066 472 6218 Email: jason@nac.org.za
			CFO's PA: Ms Esona Zandile Tel: (011) 838 1383 Fax: (011) 838 6363 Email: esona@nac.org.za
 www.nfvf.co.za	National Film and Video Foundation (NFVF) Johannesburg – (GP)	Development Agency	CEO: Ms Makhosazana Khanyile Tel: (011) 483 0880 Fax: (011) 483 0881 Cell 083 702 6484 Email: makhosazanak@nfvf.co.za
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			CFO: Mr Peter Makaneta Tel: (011) 483 0880 Fax: 086 613 3592 Cell: 078 407 2419 Email: Peter@nfvf.co.za
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LOGO	Name of Institution	Classification	Primary Contact
 www.nhc.org.za	National Heritage Council (NHC) Pretoria – (GP)	Constitutional	CEO: Dr Ndivhoniswani Lukhwarieni Tel: (012) 348 1663 Fax: (012) 348 2833 Cell: 072 272 8233 Email: n.lukhwarieni@nhc.org.za
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			ACT CFO: Ms Mathabiso Chamane Tel: (012) 348 1663 Fax: (012) 348 2833 Cell: 082 614 6080 Email: m.chamane@nhc.org.za
 www.pansalb.org.za	Pan South African Language Board (PanSALB) Pretoria – (GP)	Library	CEO Mr Lance Schults Tel: (012) 341 9638 Fax: (012) 341 5938 Cell: 083 651 4046 Email: lshults@pansalb.org.za
			CEO's PA: Ms Michelle Ducci Tel: (012) 341 9638 Fax: (012) 341 5938 Email: michelle@pansalb.org.za
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LOGO	Name of Institution	Classification	Primary Contact
  <a href="http://www.boxingsa.co.za">www.boxingsa.co.za</a>	Boxing South Africa Pretoria – (GP)	Sport	Acting CEO: Mr Eric Nsikayezwe Tel: (012) 765 9600 Cell: 066 471 4521 Email: Ceo@boxingsa.co.za
			CEO's PA: Ms Zukisani Nazo Tel: (012) 765 9600 Celle: 079 682 6515 Email: zwai@boxingsa.co.za
			ACT CFO: Mr Kenneth Mamosadi Tel: (012) 765 9600 Cell: 072 413 4759 Email: Kenneth@boxingsa.co.za
  <a href="http://www.drugfreesport.org.za">www.drugfreesport.org.za</a>	South African Institute for Drug- Free Sport Cape Town – (WC)	Sport	CEO: Mr Khalid Galant Tel: (021) 686 1634 Cell: 082 466 0629 Email: khalid@drugfreesport.org.za / khalid@saisd.org.za
			CEO's PA: Ms Anique Coetzee Tel: (021) 686 1634 Email: anique@saisd.org.za
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## 6.1.2 MANDATE AND OUTPUTS

Sector focus	Name of public entity	Mandate	Outputs	Current Annual budget R'000
Development (Funding) Bodies	1. National Arts Council	<p><b>National Arts Council Act, 1997 (Act No. 56 of 1997)</b></p> <p>The objects of the Council are–</p> <p>(a) to provide and encourage the provision of opportunities for persons to practice the arts;</p> <p>(b) to promote the appreciation, understanding and enjoyment of the arts;</p> <p>(c) to promote the general application of the arts in the community;</p> <p>(d) to foster the expression of a national identity and consciousness by means of the arts;</p> <p>(e) to uphold and promote the right of any person to freedom in the practice of the arts;</p> <p>(f) to give the historically disadvantaged such additional help and resources as are required to give them greater access to the arts;</p> <p>(g) to address historical imbalances in the provision of infrastructure for the promotion of the arts;</p> <p>(h) to promote and facilitate national and international liaison between individuals and institutions in respect of the arts;</p> <p>(i) to develop and promote the arts and to encourage excellence regarding these</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>	R123 015
	2. National Film and Video Foundation	<p><b>National Film and Video Foundation Act 1997 (Act No. 73 of 1997)</b></p> <p>The objects of the NFVF are:</p> <p>(a) to develop and promote the film and video industry;</p> <p>(b) to provide and encourage the provision of opportunities for persons, especially from disadvantaged communities, to get involved in the film and video industry;</p> <p>(c) to promote the general application of the arts in the community;</p> <p>(d) to foster the expression of a national identity and consciousness by means of the arts;</p> <p>(e) to uphold and promote the right of any person to freedom in the practice of the arts;</p> <p>(f) to give the historically disadvantaged such additional help and resources as are required to give them greater access to the arts;</p> <p>(g) to address historical imbalances in the provision of infrastructure for the promotion of the arts;</p> <p>(h) to promote and facilitate national and international liaison between individuals and institutions in respect of the arts;</p> <p>(i) to develop and promote the arts and to encourage excellence in regard to these</p>	<ul style="list-style-type: none"> <li>• Provide funding for content development</li> <li>• Transform the ecosystem through Capacity Building, especially for disadvantaged people</li> <li>• Provide Marketing and Policy support to understand, enable and promote the SA Industry</li> <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>	R149 210



Sector focus	Name of public entity	Mandate	Outputs	Current Annual budget R'000
<b>Performing Arts Institutions</b>	3. Artscape	<p><b>Cultural Institutions Act, 1998 (Act No. 119 of 1998.)</b></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 support all business operations</li> <li>• Enhanced contribution to knowledge production in 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 provided for designated groups supporting the development of future theatre practitioners and entrepreneurs</li> <li>• Capable and ethical, technologically enabled and stakeholder-oriented organisation</li> </ul>	R67 478
	4. The Market Theatre Foundation		<ul style="list-style-type: none"> <li>• Enhanced contribution to knowledge production in 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 provided for designated groups supporting the development of future theatre practitioners and entrepreneurs</li> <li>• Capable and ethical, technologically enabled and stakeholder-oriented organisation</li> </ul>	R52 561





Sector focus	Name of public entity	Mandate	Outputs	Current Annual budget R'000
<b>Performing Arts Institutions</b>	5. Performing Arts Centre of the Free State (PACOFS)		<ul style="list-style-type: none"> <li>• Improved governance and accountability</li> <li>• Shows happening 44 weeks a year</li> <li>• Economic empowerment of target groups</li> <li>• PACOFS, a hive of entertainment</li> </ul>	R50 024
	6. The Playhouse Company		<ul style="list-style-type: none"> <li>• Produce and present a balanced artistic programme</li> <li>• Offer support for development of future theatre productions and arts practitioners</li> <li>• Enhanced customer experience through accessible, high-quality and well-managed production and event venues and technical services</li> <li>• A well-governed, productive, and high-performing organisation</li> </ul>	R55 193
	7. South African State Theatre		<ul style="list-style-type: none"> <li>• Government grant augmented with self-generated revenue from commercial activities to fund operational expenses</li> <li>• Theatre facilities maintained and upgraded to ensure its long-term economic sustainability thereby enabling the implementation of the mandate</li> <li>• Applicable laws, regulations and statutory legislation including the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA), the Cultural Institutions Act, Treasury Regulations and the Labour Relations Act, 1995 (Act No. 66 of 1995), complied with</li> <li>• The very best in-house developed and externally sourced performing arts work presented</li> <li>• Audience attendance, diversity and appreciation for the performing arts improved</li> <li>• Development opportunities for emerging arts practitioners to learn, perform and stage their productions thereby encouraging socio-economic development</li> </ul>	R62 752



Sector focus	Name of public entity	Mandate	Outputs	Current Annual budget R'000
Performing Arts Institutions	8. Mandela Bay Theatre Complex (EC)		<ul style="list-style-type: none"> <li>Newly declared Public Entity</li> </ul>	R20 000
Museums	9. Die Afrikaanse Taalmuseum & -monument	<p><b>Cultural Institutions Act, 1998</b></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>	R11 939
	10. Freedom Park Trust		<ul style="list-style-type: none"> <li>Improve governance on the implementation of SCM policies</li> <li>Sustainable diversified revenue streams</li> <li>Redress, inclusivity and access</li> <li>Increase demand and consumption of products and services</li> </ul>	R98 222
	11. Iziko Museums of South Africa		<ul style="list-style-type: none"> <li>Sound governance and compliance</li> <li>Improved infrastructure to enhance visitor experience</li> <li>Nation building through growth and development of collections</li> <li>Knowledge generation through research to contribute to educated, informed and empowered communities</li> <li>Creation of awareness and promotion of access to history, heritage and culture</li> </ul>	R97 994

Sector focus	Name of public entity	Mandate	Outputs	Current Annual budget R'000
<b>Museums</b>	I2. 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>	R17 687
	I3. KwaZulu-Natal Museum		<ul style="list-style-type: none"> <li>• Improved audit outcomes</li> <li>• Number of visitors</li> <li>• Improved research output</li> <li>• Preserved collections</li> <li>• Increased cultural and natural heritage awareness</li> <li>• Improved participation in the Museum's education and outreach programmes</li> <li>• A diverse socially cohesive society with a common identity</li> <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>	R41 704
	I4. 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>	R63 139



Sector focus	Name of public entity	Mandate	Outputs	Current Annual budget R'000
<b>Museums</b>	15. Nelson Mandela Museum		<ul style="list-style-type: none"> <li>• Improve and maintain heritage development and conservation</li> <li>• Improved public profile and access</li> <li>• Vibrant programming that promotes the economic opportunities for the community</li> <li>• Sound and effective governance</li> </ul>	R32 109
	16. Robben Island Museum		<ul style="list-style-type: none"> <li>• To strengthen governance of Robben Island Museum to ensure effective management</li> <li>• To conserve and maintain the natural and cultural heritage of Robben Island</li> <li>• To disseminate information about Robben Island to a broad audience</li> <li>• To develop and promote responsible tourist operations</li> <li>• To foster stakeholder relations and partnerships</li> </ul>	R88 761
	17. Amazwi - South African Museum of Literature		<ul style="list-style-type: none"> <li>• Compliance with the Cultural Institutions Act</li> <li>• Compliance with the PFMA</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>	R14 956
	18. uMsunduzi Museum		<ul style="list-style-type: none"> <li>• Effective and efficient administration</li> <li>• Innovative, creative and efficient resource management for maximum reach and impact</li> <li>• Improved access to information and knowledge</li> <li>• Improved audience awareness, engagement and participation in museum programmes and projects</li> <li>• Better understanding and delivery of the curriculum by teachers and learners from diverse backgrounds</li> <li>• Economically and socially transforming diverse and cohesive communities</li> </ul>	R23 409



Sector focus	Name of public entity	Mandate	Outputs	Current Annual budget R'000
Museums	19. War Museum of the Boer Republics		<ul style="list-style-type: none"> <li>• Effective and efficiently functioning governance and oversight structures</li> <li>• Efficient and skilled staff exhibiting ethical behaviour and conduct</li> <li>• Unqualified audit reports with no recurring audit findings</li> <li>• 90% satisfaction rating by public visiting the War Museum</li> <li>• Good relations and coordination with stakeholders</li> </ul>	R17 809
	20. William Humphreys Art Gallery (WHAG)		<ul style="list-style-type: none"> <li>• Improved governance and accountability resulting in 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 the role of arts, culture and heritage</li> <li>• Access and audience development</li> <li>• Developed a specialist reference library</li> </ul>	R12 121
	21. 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>	R101 109
Heritage	22. South African Heritage Resources Agency	<p><b>National Heritage Resources Act, 1999 (Act No. 25 of 1999)</b></p> <p>Introduce an integrated and interactive system for the management of the national heritage resources; to promote good government at all levels and empower civil society to nurture and conserve their heritage resources so that they may be bequeathed to future generations</p>	<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>	R59 301



Sector focus	Name of public entity	Mandate	Outputs	Current Annual budget R'000
<b>Heritage</b>	23. National Heritage Council	<p><b>National Heritage Council Act, 1999 (Act No. 11 of 1999)</b></p> <p>The objects of the Council are—</p> <p>(a) to develop, promote and protect the national heritage for present and future generations;</p> <p>(b) to coordinate heritage management;</p> <p>(c) to protect, preserve and promote the content and heritage which reside in orature in order to make it accessible and dynamic;</p> <p>(d) to integrate living heritage with the functions and activities of the Council and all other heritage authorities and institutions at national, provincial and local level;</p> <p>(e) to promote and protect indigenous knowledge systems including but not limited to, enterprise and industry, social upliftment, institutional framework and liberatory processes; and</p> <p>(f) to intensify support for the promotion of the history and culture of all our peoples and particularly to support research and publication on enslavement in South Africa</p>	<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>• Social cohesion and nation building</li> </ul>	R73 602
<b>Libraries</b>	24. National Library of South Africa	<p><b>National Library of South Africa Act, 1998 (Act No. 92 of 1998)</b></p> <p>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</p>	<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>	R110 327





Sector focus	Name of public entity	Mandate	Outputs	Current Annual budget R'000
<b>Libraries</b>	25. South African Library for the Blind	<p><b>South African Library for the Blind Act, 1998 (Act No. 91 of 1998)</b></p> <p>The object of the Library for the Blind is to provide a national library and information service to serve blind and print-handicapped readers in South Africa</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 to support PanSALB mandate</li> <li>• Languages developed</li> <li>• Equitable use of language</li> <li>• Violations of linguistic human rights addressed</li> </ul>	R26 428






Sector focus	Name of public entity	Mandate	Outputs	Current Annual budget R'000
<b>Language</b>	26. The Pan South African Language Board	<p><b>Pan South African Language Board Act, 1995 (Act No. 59 of 1995)</b></p> <p>(a) To promote respect for and ensure the implementation of the following principles referred to in section 3(9) of the Constitution:</p> <p>(i) The creation of conditions for the development and for the promotion of the equal use and enjoyment of all the official South African languages;</p> <p>(ii) the extension of those rights relating to language and the status of languages which at the commencement of the Constitution were restricted to certain regions;</p> <p>(iii) the prevention of the use of any language for the purposes of exploitation, domination or division;</p> <p>(iv) the promotion of multilingualism and the provision of translation facilities;</p> <p>(v) the fostering of respect for languages spoken in the Republic other than the official languages, and the encouragement of their use in appropriate circumstances; and</p> <p>(vi) the non-diminution of rights relating to language and the status of languages existing at the commencement of the Constitution;</p> <p>(b) to further the development of the official South African languages;</p> <p>(c) to promote respect for and the development of other languages used. by communities in South Africa, and languages used for religious purposes;</p> <p>(d) to promote knowledge of and respect for the other provisions of and the constitutional principles contained in the Constitution dealing directly or indirectly with language matters;</p> <p>(e) to promote respect for multilingualism in general; and</p> <p>(f) to promote the utilisation of South Africa's language resources.</p>	<ul style="list-style-type: none"> <li>• Finance processes and procedures to support PanSALB mandate</li> <li>• SCM processes and procedures to support PanSALB mandate</li> <li>• Information and communication technology policies, governance, EA and Strategic Plan</li> <li>• Human resource management processes and procedures to support PanSALB mandate</li> <li>• Marketing and communication processes and procedures to support PanSALB mandate</li> <li>• Strategic management processes and procedures to support PanSALB mandate</li> <li>• Languages developed</li> <li>• Equitable use of language</li> <li>• Violations of linguistic human rights addressed</li> </ul>	R123 124



Sector focus	Name of public entity	Mandate	Outputs	Current Annual budget R'000
<b>Sport institutions</b>	27. Boxing South Africa	<b>South African Boxing Act, 2001 (Act No. 11 of 2001)</b> To administer professional boxing; recognise amateur boxing; create and ensure synergy between professional and amateur boxing; and promote engagement and interaction between associations of boxers, managers, promoters and trainers	<ul style="list-style-type: none"> <li>• Governance and administration</li> <li>• Boxing development</li> <li>• Boxing promotion</li> </ul>	R19 668
	28. South African Institute for Drug-Free Sport	<b>South African Institute for Drug-Free Sport Act, 1997 (Act No. 14 of 1997)</b> To promote participation in sport without the use of prohibited performance enhancing substances and methods, and educate sportspersons on fair play and the harmful effects of the use of prohibited performance enhancing substances and methods	<ul style="list-style-type: none"> <li>• Credible financial and administration performance data</li> <li>• Compliance certifications</li> <li>• Doping control and investigations programme</li> <li>• Independent results management system</li> <li>• Comprehensive anti-doping education and research programme</li> <li>• Participate and collaborate on anti-doping matters in continental, national and international forums.</li> </ul>	R29 171



## 6.2 NON-PROFIT ORGANISATIONS

LOGO	Name of Institution	Classification	Primary Contact
 www.basa.co.za	Business and Arts South Africa (BASA) Johannesburg – (GP)	NPO	CEO: Mr Ashraf Johardien Tel: (011) 447 2295 Fax: (011) 447 2364 Cell: 082 339 5349 Email: ashraf@basa.co.za
			CEO's PA: Ms Rochelle Singh Tel: (011) 447 2295 Fax: (011) 447 2364 Email: Rochelle@basa.co.za
			FM: Ms Charlotte Gulle Tel: (011) 447 2295 Fax: (011) 447 2364 Cell: 082 562 5861 Email: accounts@basa.co.za
 www.blindsa.org.za	BlindSA Johannesburg – (GP)	NPO	CEO: Mr Jace Nair Tel: (011) 839 1793 Fax: (011) 839 1217 Cell: 061 354 9422 Email: ceo@blindsa.org.za
 www.akademie.co.za	Englenburg house museum	NPO	CEO: Prof Anne-Marie Beukes Cell: 083 675 8053 Email: ambeukes@akademie.co.za
			CFO: Ms Hanlie Willemse Cell: 082 776 6460 Email: finansies@akademie.co.za

LOGO	Name of Institution	Classification	Primary Contact
 www.sascoc.co.za	South African Sports Confederation and Olympic Committee	Sport	Acting CEO: Mr Ravi Govender Tel: 087 351 2084 Email: ravi@sascoc.co.za PA to CEO: Ms Neria Sabisa Tel: 087 351 2084 Cell: 082 454 7819 Email: nerias@sascoc.co.za CFO: Mr Ravi Govender Tel: 087 351 2084 Email: ravi@sascoc.co.za
 www.lovelife.org.za	loveLife	Sport	CEO: Dr Linda Ncube-Nkomo Tel: 011 523 1000 Fax: 011 523 1001 Email: lindan@lovelife.org.za PA to CEO: Ms Snothando Ncube Tel: 011 523 1000 Fax: 011 523 1001 Cell: 081 041 6259 Email: sncube@lovelife.org.za CFO: Ms Francina Molelemane Tel: 011 523 1000 Fax: 011 523 1001 Cell: 082 255 3901 Email: Francina.molelemane@lovelife.org.za
 www.thesportstrust.co.za	The Sports Trust	Sport	CEO: Ms Anita Mathews Tel: 011 802 1818 Cell: 083 617 8104 Email: sport@sportstrust.co.za CFO: Ms Katlego Modisane Tel: 011 802 1818 Email: finance@sportstrust.co.za

## 6.3 OTHER BODIES

In addition to the Department's public entities, DSAC provides financial and non-financial support to sport and recreation bodies (incl. national sport federations) and provincial departments of sport, arts and culture to enable them to contribute to the implementation of the National Sport and

Recreation Plan (NSRP) and the SAC strategy. This is done to enhance the growth of the sport, arts and culture sector while also responding to the varied challenges that we face as a country.

## 7. INFRASTRUCTURE PROJECTS

### Programme 2

No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current Annual Budget
1.	Outdoor Gyms	<p>Promotion of active and healthy lifestyles</p> <p>Access to fitness equipment to the most needy</p> <p>Providing a positive alternative to social ills</p> <p>Principle is that each province will be allocated one project</p>	<p>Completed/ installed Outdoor gym equipment, and children's play area</p>	2022/2023	2022/2023	R4 700 000	R4 700 000
2.	Multipurpose Sports Courts in schools	<p>Lack of sports facilities in most disadvantaged schools and communities. Schools are the nucleus of activities in communities. The facility serves both the schools and the community.</p> <p>Minister's public participation programmes</p> <p>Areas where sport can be provided to address social ills</p>	<p>10 Courts (Netball Specific Courts as part of the Netball World Cup Legacy Programme and Multi Sport Courts i.e basketball, volleyball, tennis etc</p>	April 2022	March 2023	R17 000 000	R17 000 000



## Programme 2

No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current Annual Budget
3.	Isibhubhu cultural arena	Heritage/history preservation and promotion	Construction of Arena Steel roof structure Construction of arena side walls Landscaping and irrigation system of the garden Construction of Administration Office Construction of Kitchen facility Construction of Change rooms Construction of parking area Water, Sewer, Electricity supply and reticulation Security Fencing	02/03/2022	30/03/2025	R 149 000 000	R 25 000
4.	Sarah Baartman Centre	Heritage/history preservation and promotion	Approval of the scope of work to complete the project Tender advert through DPWI to appoint a new contractor. Site hand over to the contractor. Construction of the Sarah Baartman Centre.	01/08/2014	31/03/2023	R 333 000 000	R35 400 000
5.	Dr John L Dube Amphitheatre	Heritage/history preservation and promotion	Seating area, walkways, performance stage, ablutions, electrification, landscaping with paving, storm-water management, roof covering on the amphitheatre area	01/01/2021	30/03/2023	R 23 897 604	R 9 000 000
6.	Koukamma LM - Upgrading of Krakeelsportfield (ward 2)	Municipal Infrastructure Grant	Construction of perimeter fence, Construction of soccer/rugby field, Construction of Athletics Track, Construction of a combi-Court, Electrification and Refurbishment of existing (Floodlights), Drainage, Upgrade of the existing change rooms with ablution blocks for male and female and connecting to existing sewer and waterline	01/07/2022	30/06/2023	R 8 000 000	R 7 200 000
7.	Ngqushwa LM - Rehabilitation of new creation sportfield	Municipal Infrastructure Grant	Upgrade of the soccer/rugby field, Construction of sitting area, Upgrading of the athletic track, Refurbishment of building structures, Combi courts (tennis, basketball and volleyball), Parameter fence, Electrical works	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000



## Programme 2

No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current Annual Budget
8.	Emalahleni LM - Upgrading of Indwe Sport Field	Municipal Infrastructure Grant	Functional irrigation system, Electrification of the facility, Completed rugby/soccer field with goal posts, At least, hard surface (asphalt or concrete surface level) athletics track, Completed change rooms to accommodate both men and women, Completed ablution facilities to accommodate both men and women, Multi-purpose netball/basketball courts, Security guard room, Outdoor gym and kiddies play area, all facilities to be user friendly for people living with disability.	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
9.	Great Kei LM - Construction of a sportfield in Komga - Ward 7	Municipal Infrastructure Grant	Guard room, Sitting area, Change rooms and ablution facilities, Soccer and rugby field (with functional irrigation system), Volleyball/Tennis combi court, Netball/ basketball combi court, Parameter fence, Electrification of the facility, Athletic track	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
10.	Masilonyana LM - Construction of Netball courts at Winnie Mandela Museum	Municipal Infrastructure Grant	Construction of netball courts	01/07/2022	30/06/2023	R 2 000 000	R 2 000 000
11.	Tokologo LM - Construction of a sport field	Municipal Infrastructure Grant	Electrification of the facility, Gatehouse, change rooms and ablutions, Installation of irrigation system, Storm water management, Soccer/ rugby field, Installation of athletic track, Construction of a seating, Water reticulation system, Provision of parking area, Provision of trading stalls, Refurbishment of existing floodlights for perimeter light	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
12.	Mantsopa LM - Construction of a sport field	Municipal Infrastructure Grant	Football pitch/rugby, Construction of a multi-purpose courts (Basketball, Netball, Volleyball, Tennis), Fencing, Electrification of the facility (ablution and change rooms facility), Construction of the security / ticket booth, Players change rooms with public ablutions	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000



## Programme 2

No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current Annual Budget
13.	Merafong LM - Construction of Carletonville Sport Stadium	Municipal Infrastructure Grant	Electrification of the facility, Gatehouse, change rooms and ablutions, Installation of irrigation system, Storm water management, Soccer/rugby field, Installation of athletic track, Construction of a seating, Water reticulation system, Provision of parking area, Provision of trading stalls, Refurbishment of existing floodlights for perimeter light	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
14.	Umdoni LM - Additions and repairs to uMzinto sportfield (Phase 3)	Municipal Infrastructure Grant	Construction of a soccer/rugby, Spectator seating area, Athletics track, Construction of Combi-courts, install boundary fencing (Clearview), Construction of teams change rooms, gate house and spectator ablutions	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
15.	Kwadukuza LM - Construction of Groutville Market Sportfield - Ward 10	Municipal Infrastructure Grant	Renovations to building, offices, change room and ablation facilities, Upgrade of the football/rugby/athletic field, Installation of new outdoor gym, Repair of spectator grandstand, Repair of the concrete palisade fencing, Installation of wire fencing for 2 No. combi-courts, Electricity and water connection to the facility, Installation of floodlights for 2 No. combi-courts, Upgrade of floodlights for football/rugby/athletic field, Installation of a turf irrigation system, Installation of storm water drainage, Installation of equipment for 2 No. combi-courts, Renovation of the security booth, Installation of vehicle and pedestrian access gates, Construction of vehicle parking for offices	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000

## Programme 2

No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current Annual Budget
16.	Ulundi LM -Upgrading of Hluhluwe Sport complex	Municipal Infrastructure Grant	Construction of a football turf (grass), Construction of a spectator grandstand (maximum 300), Construction of synthetic athletic track, Construction of a Clearview fencing, Construction, electrification and plumbing of ablution facilities (5 males, 5 females and disabled facility), Installation of floodlights (4 poles), Installation of a turf irrigation system (yield capacity of 2000 l/hr), Construction of combi-court (4 in 1), Construction of the security/ticket booth, Construction of 7 aside pitch, Construction of parking bays (blocks paving)	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
17.	Mthonjaneni LM -Kwesezulu Sportfield Ward 7	Municipal Infrastructure Grant	Construction of a football turf, Construction of a spectator grandstand, Grading of a grassed athletic track, Fencing of the facility, Electrification of the facility (ablution and change room facility), Lighting of the facility, Installation of a turf irrigation system, Construction of combi-court, Construction of the security/ticket booth	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
18.	Greater Tzaneen LM -Construction of Leretjeng Sport ground ( ward 11)	Municipal Infrastructure Grant	Construction of a soccer pitch/rugby field, Installation of irrigation system, Ablution block and change room facility, Construction of two (2) combi courts, Water reticulation, Electrification of the facility, Fencing, Electrification, Construction of a seating area, Construction of the security/ticket booth, Construction of parking area, Installation of outdoor gyms	01/07/2022	30/06/2023	R 11 000 000	R 10 000 000
19.	Lephalale LM - Construction of Marapong sport centre phase 2	Municipal Infrastructure Grant	Outdoor gym, Water reticulation, Multipurpose courts, Soccer/rugby field, Softball play field, Cycling track, Gate house, Ablutions, and team change rooms, Electrification	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000



## Programme 2

No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current Annual Budget
20.	Polokwane LM - Construction of Polokwane soft ball stadium	Municipal Infrastructure Grant	Construction of a softball facility	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
21.	Dr. JS Moroka LM - Upgrading of Kameelriver Stadium	Municipal Infrastructure Grant	Refurbishment of a football turf, Installation of a turf irrigation system, Refurbishment of rubberised athletic track, Refurbishment of ablution facilities and teams change rooms, Construction of the brick walls with concertina, Construction of spectator steel fence for VIP area, Electrification of the facility and refurbishment of floodlights, Drilling of borehole with 4x10000L tanks, Paving of driveways and parking areas, Construction of the security/guardroom and installation of turnstiles	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
22.	Emthanjeni LM - Upgrading of the Nonzwakazi Stadium	Municipal Infrastructure Grant	Construction of a football field with irrigation system, Construction of seating area, Athletic track, Construction of multi-purpose courts, Change rooms, Ablution facilities	01/07/2022	30/06/2023	R 9 500 000	R 8 500 000
23.	Umsombomvu LM -Upgrading of Kuyasa Sport Ground in Colesberg	Municipal Infrastructure Grant	Construction of a football pitch and athletic track with automated irrigation system, Construction of seating area, Electrification of the facility, Erection of perimeter fence around the facility, Construction of ablution /change rooms facilities, Construction rugby/soccer field, Construction of ticket/guardhouse building, construction of a tennis/volleyball court, Construction of a basketball/netball court	01/07/2022	30/06/2023	R 9 500 000	R 8 500 000

## Programme 2

No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current Annual Budget
24.	Karoo Hoogland LM -Upgrading of Sport facilities in Willistone	Municipal Infrastructure Grant	Grassing of existing rugby/soccer pitch, Irrigation system, Upgrading of the athletic track, 4x cricket practice nets, Combination sport courts (Netball, Volleyball, Basketball, Tennis), Pavilion for 400 spectators including ablution facilities, Fencing, Ticket office, Upgrading of existing lighting, Upgrading of existing pavilion and ablution facilities	01/07/2022	30/06/2023	R 9 000 000	R 8 000 000
25.	Kareeberg LM - Upgrading of Sport facility in Carnarvon	Municipal Infrastructure Grant	Construction of a football/rugby pitch, Refurbishment of spectator seating, Construction of athletic track, Construction of the Clearview fence, Refurbishment of floodlights, Construction of multi-purpose courts (basketball, netball and volleyball), Construction of the security/ticket booth.	01/07/2022	30/06/2023	R 11 000 000	R 10 000 000
26.	Magareng LM - Upgrading of Ikhutseng Sport facility (Phase 2)	Municipal Infrastructure Grant	Seating area, Change rooms with toilets for two teams, and ablutions for spectators, Electrification, Fencing around the soccer field/ spectator fence, Caretaker room, Construction of parking area, Drilling of borehole and connecting four 10 000L polystyrene water tanks.	01/07/2022	30/06/2023	R 6 500 000	R 5 500 000
27.	Mahikeng LM - Upgrading Mmabatho Tennis stadium	Municipal Infrastructure Grant	Construction of the main tennis centre 3rd phase.	01/07/2022	30/06/2023	R 10 300 000	R 9 300 000



## Programme 2

No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current Annual Budget
28.	Oudtshoorn LM -Upgrading of Bongoletu sports ground	Municipal Infrastructure Grant	Construction of two new grassed soccer/rugby fields with irrigation system, upgrading of cricket pitch, Perimeter fencing, Construction of ablution facilities, Construction of outdoor gym and kiddies play area, upgrading of the seating area, upgrading of the entrance area, Disable ram and walk path, upgrading of teams change rooms and spectator ablutions	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
29.	Breede Valley LM -Upgrading of Dewet Sportsground , upgrading of Rawsonville sports ground	Municipal Infrastructure Grant	<p>Dewet Sportsground:</p> <p>Construction of outdoor gym and kiddies play area, Spectator fence, Combi-courts (netball, Volleyball, tennis and Basketball)</p> <p>Rawsonville Sportsground:</p> <p>Construction of a new grass soccer/rugby field, Installation of irrigation system, Spectator fence, New seating area, New ablution block</p>	01/07/2022	30/06/2023	R 6 000 000	R 5 400 000
30.	Swartland LM - Upgrading of Darling and Chartsworth sport fields	Municipal Infrastructure Grant	<p>Gabriel Pharaoh sportsground:</p> <p>Upgrading of multipurpose grass field (field A and B), including associated posts for the accommodation of all sport types including but not limited to rugby, hockey and soccer, upgrading of the existing high mast lighting to field A, construction of borehole, installation of outdoor gym and kiddies play area</p> <p>Chartsworth sport fields:</p> <p>Construction of a new rugby field, Installation of irrigation system, Resurfacing rugby filed A, Construction of combi-courts (netball, volleyball, tennis and basketball), Installation of outdoor gym and kiddies play area</p>	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000

## Programme 2

No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current year expenditure
31.	Hessequa LM -Construction of new cricket and soccer facility in Heidelberg	Municipal Infrastructure Grant	Upgrading of grass surfaces and installation of irrigation and subsoil drainage system, Perimeter fencing, Flood lights, Two-strip turf cricket pitch with practice nets, Construction of ablution facility, Multi-purpose soccer poles, Installation of outdoor gym and kiddies play area.	01/07/2022	30/06/2023	R 9 000 000	R 8 100 000
32.	Knysna LM - Construction of sport field and sport facilities for of Bongani (Phase 2)	Municipal Infrastructure Grant	Construction of soccer/rugby field, Two combi courts (netball and volleyball, tennis and basketball), Ablution and change rooms, Spectator 300 seater, Fencing, Installation of outdoor gym and kiddies play area.	01/07/2022	30/06/2023	R 11 000 000	R 10 000 000

*Additional districts are supported as and when requests are received and where resources are available*



### Programme 3

No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current Annual Budget
I	Limpopo Provincial Theatre	<p>Part of the Department's strategy is to ensure equitable distribution of cultural precincts nationally to create spaces for arts and cultural arts practitioners to showcase their artistic talents.</p> <p>Jack Botes Hall has been the only public facility in Polokwane that hosted major art performances and exhibitions, and it is not dedicated only to arts practitioners.</p> <p>The new Limpopo Provincial Theatre was conceptualised to minimise the migration of Polokwane artists to major urban centres like Gauteng to be able to perform in suitable spaces.</p>	Rehearsal Studios Dressing Rooms Auditorium Outside Amphitheatre Staff & Public Ablutions Poetry Spaces Bookshop Coffee Shop, Accommodation Parking Space Training Space Restaurant & Bar Mobile Truck Stage	2022/23	2023/24 (estimated)	R45 000 000	R7 000 075



## Programme 4

No.	Project name	Province	District: Municipality	Programme	Description	Outputs	Start Date	Completion Date	Total Estimated Cost	Current Annual Budget
1.	Cookhouse Library	Eastern Cape	Sarah Baartman District: Blue Crane Route Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	April 2023	R 36 million	R11.5 million
2	Nyara Library	Eastern Cape	Amathole District: Raymond Mhlaba Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2022	March 2024	R32 million	R2.5 million
3.	Van Stadenrus Library	Free State	Mangaung Metro: Naledi Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2017	June 2022	R16,8 million	R5,3 million
4.	Wepener Library	Free State	Mangaung Metro: Naledi Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	Jan 2013	Sept. 2022	R17,5 million	R2 million
5.	Clarens Modular Library	Free State	Thabo Mofutsanyana District: Dihlabeng Local Municipality	Community Library Services Grant	Construction of a new library facility	Newly established modular library	July 2022	March 2023	R1,3 million	R1,3 million
6.	Zuurbekom Library	Gauteng	Westonaria District: West Rand Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R27,1 million	R10 million
7.	Kocksoord Library	Gauteng	West Rand District: Randfontein Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R27,1 million	R10 million
8.	Mullerstuine Library	Gauteng	Sedibeng District: Emfuleni Local municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R27,1 million	R10 million
9.	KwaMdakane Library	KwaZulu-Natal	Amajuba District: Dannhauser Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R36 million	R8 million



#### Programme 4

No.	Project name	Province	District: Municipality	Programme	Description	Outputs	Start Date	Completion Date	Total Estimated Cost	Current Annual Budget
10	Nquthu Library	KwaZulu-Natal	Umzinyathi District: Nquthu Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R29 million	R8 million
11	Shayamoya Library	KwaZulu-Natal	Harry Gwala District Greater Kokstad Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	Sept. 2021	March 2023	R29 million	R7 million
12.	Msinga Library	KwaZulu-Natal	Harry Gwala District Greater Kokstad Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	Nov 2021	March 2023	R29 million	R7 million
13.	Umzumbe Library	KwaZulu-Natal	Ugu District: Umzumbe Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R29 million	R8 million
14.	Vleifontein Library	Limpopo	Vhembe District: Makhado Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R15 million	R15 million
15.	Botshabelo Library	Limpopo	Mopani District: Lephalale Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R15 million	R15 million
16.	Sekhukhune Library	Limpopo	Sekhukhune District: Makhuduthamaga local municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R15 million	R15 million
17.	Tshaulu library	Limpopo	Vhembe District: Thulamela Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R15 million	R15 million
18.	Ethandukukhanya Library	Mpumalanga	Gert Sibande District Mkhondo Local municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2022	March 2023	R12,5 million	R12,5 million

## Programme 4

No.	Project name	Province	District: Municipality	Programme	Description	Outputs	Start Date	Completion Date	Total Estimated Cost	Current Annual Budget
19.	KwaMhlanga Library	Mpumalanga	Nkangala District Thembisile Hani Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2022	March 2023	R12,5 million	R12,5 million
20.	Provincial Depot Library	Northern Cape	Francis Baard District: Sol Plaatjie Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R60 million	R13,5 million
21.	Galeshewe Library	Northern Cape	Francis Baard District: Sol Plaatjie Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R27 million	R4,5 million
22.	Dinokana Library	North West	Gert Sibande District Mkhondo Local municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2022	R16,5 million	R10,2 million
23.	Moshana Modular Library	North West	Ngaka Modiri Molema District: Ramotshere Moiloa Local Municipality	Community Library Services Grant	Construction of a new library facility	Newly established modular library	April 2021	March 2022	R2,3 million	R500 000
24.	Wolmaranstad ext 15 Library	North West	Dr Kenneth Kaunda District: Maquassi Hills Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R17,4 million	R11,4 million
25.	Migdol modular library	North West	Dr Ruth Segomotsi Mompoti District Mamusa local municipality	Community Library Services Grant	Construction of a new library facility	Newly established modular library	April 2021	March 2023	R2,2 million	R400 000
26.	Manamela Modular Library	North West	Bojanala Platinum District: Moses Kotane local municipality	Community Library Services Grant	Construction of a new library facility	Newly established modular library	April 2022	March 2023	R2,4 million	R2,4 million
27.	Uitkyk Modular Library	North West	Bojanala Platinum District: Moses Kotane local municipality	Community Library Services Grant	Construction of a new library facility	Newly established modular library	April 2021	March 2023	R2,2 million	R400 000



## Programme 4

No.	Project name	Province	District: Municipality	Programme	Description	Outputs	Start Date	Completion Date	Total Estimated Cost	Current Annual Budget
28.	Tlapeng Modular Library	North West	Dr Ruth Segomotsi Mompati District: Kagisano Molopo Local municipality	Community Library Services Grant	Construction of a new library facility	Newly established modular library	April 2021	March 2023	R2 million	R200 000
29.	Touwsrante Modular library	Western Cape	Garden Route District: George Local Municipality	Community Library Services Grant	Construction of a new library facility	Newly established modular library	April 2021	March 2022	R1.5 million	R1.5 million
30.	Colchester Library	Eastern Cape	Nelson Mandela Bay Metro	Community Library Services Grant	Upgrade of an existing library structure	Library upgraded	April 2022	March 2023	R1 million	R1 million
31.	Kuyga Library	Eastern Cape	Nelson Mandela Bay Metro	Community Library Services Grant	Upgrade of an existing library structure	Library upgraded	April 2022	March 2023	R1 million	R1 million
32.	Mdantsane Library	Eastern Cape	Buffalo City Metro Municipality	Community Library Services Grant	Upgrade of an existing library structure	Library upgraded	April 2022	March 2023	R721 000	R721 000
33.	Jefferys Bay Library	Eastern Cape	Sarah Baartman: Kouga Local Municipality	Community Library Services Grant	Upgrade of an existing library structure	Library upgraded	2021/22	2022/23	R12.9 million	R3 million
34.	Fort Beaufort Library	Eastern Cape	Amathole District Raymond Mhlaba Local Municipality	Community Library Services Grant	Maintenance of an existing library structure	Library upgraded	May 2021	June 2022	R10.5 million	R2 million
35.	Soncini Library	Gauteng	Ekurhuleni Metro Municipality	Community Library Services Grant	Maintenance of an existing library structure	Library upgraded	2022//23	2022/23	R20 000	R20 000
36.	Kagiso Library	Gauteng	West Rand District Municipality: Mogale City Municipality	Community Library Services Grant	Upgrade of an existing library structure	Library upgraded	2022/23	2022/23	R20 000	R20 000

## Programme 4

No.	Project name	Province	District: Municipality	Programme	Description	Outputs	Start Date	Completion Date	Total Estimated Cost	Current Annual Budget
37.	Utrect Library	KwaZulu-Natal	Amajuba District: EMadlangeni Local Municipality	Community library services grant	Upgrade of an existing library structure	Library upgraded	2022/23	2022/23	R1.5 million	R1.5 million
38.	UMzimkhulu Library	KwaZulu-Natal	Harry Gwala District UMzimkhulu Local Municipality	Community library services grant	Upgrade of an existing library structure	Library upgraded	2022/23	2022/23	R1.5 million	R1.5 million
39.	Eldarado Library	Limpopo	Capricorn District Municipality Blouberg	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R850 000	R850 000
40.	Mutale Library	Limpopo	Vhembe District Mutale Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R850 000	R850 000
41.	Groblerdsdal Library	Limpopo	Sekhukhune District Elias Motsoaledi Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R850 000	R850 000
42.	Ga Phaahla Library	Limpopo	Sekhukhune District: Makhuduthamaga Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2020/21	2021/22	R850 000	R850 000
43.	Orighstand Library	Limpopo	Sekhukhune: Greater Tubatse Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R850 000	R850 000
44.	Marblehall Library	Limpopo	Sekhukhune District Ephraim Mogale local municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R850 000	R850 000
45.	Maphalle Library	Limpopo	Mopani District: Greater Letaba Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R400 000	R400 000



## Programme 4

No.	Project name	Province	District: Municipality	Programme	Description	Outputs	Start Date	Completion Date	Total Estimated Cost	Current Annual Budget
46.	Cassim park Library	Mpumalanga	Gert Sibande: Msukaligwa local municipality	Community library services grant	Upgrade of an existing library structure	Library upgraded	2022/23	2022/23	R10 million	R3.5 million
47.	Maphotla Library	Mpumalanga	Nkangala: Dr JS Moroka Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R1.1 million	R1.1 million
48.	Libangeni Library	Mpumalanga	Nkangala: Dr JS Moroka Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R900 000	R900 000
49.	Secunda Library	Mpumalanga	Gert Sibande: Govan Mbeki Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R500 000	R500 000
50.	Grootvlei Library	Mpumalanga	Nkangala: Victor Khanye Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R900 000	R900 000
51.	Emjidini Library	Mpumalanga	Gert Sibande: Govan Mbeki Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R800 000	R800 000
52.	Simile Library	Mpumalanga	Ehlanzeni: Nkomazi Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R800 000	R800 000
53.	Richmond Library	Northern Cape	Pixley ka Seme District Municipality: Ubuntu Local Municipality	Community library services grant	Upgrade of an existing library structure	Library upgraded	2022/23	2022/23	R1 million	R1 million
54.	Hartswater Library	Northern Cape	Frances Baard District. Phokwane Local Municipality.	Community library services grant	Upgrade of an existing library structure	Library upgraded	2022/23	2022/23	R1 million	R1 million
55.	Homevale Library	Northern Cape	Frances Baard District: Sol Plaatjie Local municipality.	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R150 000	R150 000
56.	Ritchie Library	Northern Cape	Frances Baard District. Sol Plaatjie Local municipality.	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R100 000	R100 000
57.	Churchill Library	Northern Cape	John Taolo Gaetsewe District. Joe Morolong Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R400 000	R400 000

## Programme 4

No.	Project name	Province	District: Municipality	Programme	Description	Outputs	Start Date	Completion Date	Total Estimated Cost	Current Annual Budget
58.	Caroulesberg Library	Northern Cape	Namakwa District Nama Khoi Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R200 000	R200 000
59.	Rooiwal Library	Northern Cape	Namakwa District. Nama Khoi local municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2022/23	R200 000	R200 000
60.	Ganyesa Library	North West	Dr Ruth Segomotsi Mompoti District: Kagisano Molopo Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2021/22	2022/23	R10,3 million	R4.5 million
61.	Mabeskraal Library	North West	Bojanala District: Moses Kotane Local Municipality	Community library services grant	Upgrade of an existing library structure	Library upgraded	2021/22	2022/23	R10,2 million	R4.5 million
62.	Morokweng Library	North West	Dr Ruth Segomotsi Mompoti District: Kagisano Molopo Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2023/24	R1,8 million	R1 million
63.	Rekgaratlhile Library	North West	Dr Ruth Segomotsi Mompoti District Municipality: Naledi Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2023/24	R250 000	R50 000
64.	Vryburg Library	North West	Dr Ruth Segomotsi Mompoti District Municipality: Naledi Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2023/24	R250 000	R100 000
65.	Huhudi Library	North West	Dr Ruth Segomotsi Mompoti District Municipality: Naledi local municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2023/24	R250 000	R100 000



## Programme 4

No.	Project name	Province	District: Municipality	Programme	Description	Outputs	Start Date	Completion Date	Total Estimated Cost	Current Annual Budget
66.	Ganalaagte Library	North West	Ngaka Modiri Molema District Municipality: Tswaing Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2023/24	R150 000	R50 000
67.	Delareyville Library	North West	Ngaka Modiri Molema District Municipality: Tswaing Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2023/24	R100 000	R50 000
68.	Khunwana Library	North West	Ngaka Modiri Molema District Municipality: Tswaing Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2022/23	2023/24	R150 000	R100 000
69.	Bojanala District Library	North West	Bojanala District Municipality, Rustenburg Local Municipality	Community library services grant	Upgrade of an existing library structure	Library maintained	2021/22	2023/24	R1, 3 million	R361 000

## 8. PUBLIC PRIVATE PARTNERSHIPS

None



*Inspiring A Nation Of Winners*



## **PART D:**

# **TECHNICAL INDICATOR DESCRIPTIONS**





## PROGRAMME I: ADMINISTRATION

Indicator title	I.1 PERCENTAGE OF INTERNS ENROLLED AGAINST FUNDED POSTS
<b>Definition/purpose</b>	To equip unemployed graduates with workplace experience to contribute towards government imperatives with regards to youth career development. In line with Cabinet decision for Departments to appoint Interns equivalent to at least 5% of their establishment as part of the strategy to combat rising levels of unemployment amongst youth, DSAC (formerly DAC and SRSA) has been participating in the Public Service Internship Programme since its inception in 2002. At inception of the DSAC (merged department) programme, Interns are enrolled for a period of 24 months, against the staff complement that prevailed at the time (during inception). The period of enrolment may be less in cases where there is a need to replace an Intern who exited the programme.
<b>List of projects</b>	Not applicable
<b>Source of data</b>	Office of the DDG: Corporate Service
<b>Means of verification</b>	<p><b>Annual verification:</b> The DSAC programme inception documents (for when the first intake of the 24 months was made) as per the 'when there are new recruits' list below, will be submitted once a year (in quarter 1) to M&amp;E and be supported throughout the year, by the quarterly reports.</p> <p><b>When there are new recruits:</b></p> <ul style="list-style-type: none"> <li>• Approved Appointment letters of interns by Director: HRM</li> <li>• DG-approved submission for the implementation of the internship programme for 24 months</li> <li>• Database of the appointed interns (if not included in the submission).</li> <li>• Workforce profile and PERSAL reports signed by DDG:CS.</li> </ul> <p><b>Post-recruitment:</b></p> <ul style="list-style-type: none"> <li>• DDG:CS-approved quarterly progress reports incorporating a database of appointed interns and confirming a to-date enrolment percentage.</li> </ul>
<b>Data limitation</b>	ICT down-time
<b>Method of calculation/assessment</b>	$\frac{\text{Total number of appointed interns}}{\text{Total number of approved funded posts on establishment}} \times 100$ <p>NB: calculated at the time of the new 24 months' intake of Interns. That is, against the staff complement that prevailed at the start of the 24 months period</p>



<b>Disaggregation beneficiaries</b>	Target for Women: 50% Target for Youth: 100% Target for People with disability: (Dependent on the applications received)
<b>Assumptions</b>	That interns will remain in the system for the duration of their internship
<b>Spatial transformation</b>	National
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	DPSA Directive on the employment of persons to developmental programmes
<b>MTSF indicator</b>	No
<b>Desired performance</b>	5% (against the staff complement at the time of the 24 months' intake)
<b>Indicator responsibility</b>	DDG: Corporate Services



<b>Indicator title</b>	<b>1.2 NUMBER OF PRIORITISED MANUAL SERVICES MODERNISED</b>
<b>Definition/purpose</b>	Modernisation of services entails the acceleration of business process automation through the adoption and implementation of new digital platforms to derive benefits that include improved end-user (citizen) experience, faster response times and increased uptime. Two business processes will be developed during 2022/23.
<b>List of projects</b>	<ol style="list-style-type: none"> <li>1. Performance Reporting System for Public Entities</li> <li>2. Database of practitioners in the Sport, Arts, Culture and Heritage Sector</li> </ol>
<b>Source of data</b>	DDG's: Corporate Services Office
<b>Means of verification</b>	<ol style="list-style-type: none"> <li>1. Project plan - Performance Reporting System for Public Entities</li> <li>2. Four (4) approved system development reports for Performance Reporting System for Public Entities documenting achievement of milestones</li> <li>3. Project Plan - Database for the Sport, Arts, Culture and Heritage Sector</li> <li>4. Four (4) approved system development reports for Database for the Sport, Arts, Culture and Heritage Sector documenting achievement of milestones.</li> </ol>
<b>Data limitation</b>	ICT down-time
<b>Method of calculation/assessment</b>	Simple count
<b>Disaggregation beneficiaries</b>	Not applicable
<b>Assumptions</b>	That the contracted service providers deliver as per the scope statement or MoA..
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>Indicator type</b>	Quantitative
<b>New Indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	2
<b>Indicator responsibility</b>	DDG: Corporate Services

Indicator title	<b>I.3 NUMBER OF SAC AWARENESS CAMPAIGNS ACTIVATED TO PROFILE THE WORK OF THE DEPARTMENT</b>
<b>Definition/purpose</b>	Increasing awareness and visibility of the Department through advertising, mobilisation, media liaison and public relations activities relating to the DSAC programmes.
<b>List of projects</b>	1. My National Day Campaign 2. I Choose 2 B Active Campaign 3. I Am the Flag Campaign. 4. Beyond Conversations
<b>Source of data</b>	DDG's Corporate Service Office.
<b>Means of verification</b>	Draft or DDG approved close-out report on each awareness campaign Quarterly progress reports
<b>Data limitation</b>	None
<b>Method of calculation/assessment</b>	Simple Count
<b>Disaggregation beneficiaries</b>	Not applicable – based on actual participation
<b>Assumptions</b>	That events will be hosted
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New Indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	4
<b>Indicator responsibility</b>	DDG: Corporate Services



Indicator title	<b>I.4 NUMBER OF IZIMBIZO HELD</b>
<b>Definition/purpose</b>	The Izimbizo are meant to enable the political principals to interact directly with communities and sector practitioners, discussing the sport, arts and culture-related needs, concerns, and how government can assist in creating an enabling environment towards meeting such needs. They thus, promote interactive governance and active participation of the public in implementation of government programmes. The SAC political principals may at some izimbizo, be accompanied by political principals representing other sectors and spheres of government.
<b>List of projects</b>	There will be at least 1 imbizo per province, anchored around the following themes: Freedom Day; Africa Month; Youth Day; Mandela Day; Women's Day; Heritage Day; 16 Days of Activism; Reconciliation Day; and Human Rights Day.
<b>Source of data</b>	DDG: Corporate Service Office.
<b>Means of verification</b>	DDG-approved report on each Imbizo held
<b>Data limitation</b>	None
<b>Method of calculation/assessment</b>	Simple Count
<b>Disaggregation beneficiaries</b>	Not applicable – based on actual participation
<b>Assumptions</b>	That the intended stakeholders will participate in the events
<b>Spatial transformation</b>	The izimbizo will be held in all provinces
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New Indicator</b>	No (but was last included in the APP in 2019/20)
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	9
<b>Indicator responsibility</b>	DDG: Corporate Services

Indicator title	<b>I.5 PERCENTAGE OF VALID INVOICES PAID WITHIN 30 DAYS</b>
<b>Definition/purpose</b>	A useful reflection of the average time taken to pay suppliers who have submitted the required valid documentation for payment
<b>List of projects</b>	Not applicable
<b>Source of data</b>	Office of the DDG: Corporate Services through BAS System
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Invoice register in excel spreadsheet documenting invoices and related payments for the month approved by CFO.</li> <li>• Exception report submitted to NT</li> <li>• Proof of submission (email) of the exception report to NT</li> </ul>
<b>Data limitation</b>	ICT down-time Absence of documents required to process payments
<b>Method of calculation/assessment</b>	$\frac{\text{Valid Invoices paid within 30 days}}{\text{Total valid invoices received}} \times 100$ <p>Only payments made in a specific quarter are used for the calculation</p>
<b>Disaggregation beneficiaries</b>	Not applicable
<b>Assumptions</b>	That invoices will meet all the requirements that validate it
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New Indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	100%
<b>Indicator responsibility</b>	Chief Financial Officer



Indicator title	<b>I.6 PERCENTAGE OF COUNCILS/BOARDS THAT ARE FULLY CONSTITUTED</b>
<b>Definition/purpose</b>	To strengthen the governance of DSAC public entities and ensure that Councils are capacitated to execute their mandate
<b>List of projects</b>	Not applicable
<b>Source of data</b>	DDG's Corporate Service Office.
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• DDG-signed Quarterly Status Report</li> <li>• Appointment letters for Councils appointed during the financial year concerned.</li> <li>• Acceptance Forms by Council members appointed during the financial year concerned.</li> <li>• Updated Council database</li> </ul>
<b>Data limitation</b>	None
<b>Method of calculation/assessment</b>	$\frac{\text{Total number constituted}}{\text{Total number of councils/boards}} \times 100$
<b>Disaggregation beneficiaries</b>	Dependent on the applications received
<b>Assumptions</b>	None
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	100%
<b>Indicator responsibility</b>	Chief Financial Officer



## PROGRAMME 2: RECREATION DEVELOPMENT AND SPORT PROMOTION

Indicator title	2.1 NUMBER OF ATHLETES SUPPORTED THROUGH THE SCIENTIFIC SUPPORT PROGRAMME PER YEAR.
<b>Definition/purpose</b>	<p>These athletes receive scientific support to better their performances. e.g., medical support, coaching etc.</p> <p>Support is provided in line with the Athlete Support Policy and Academy Framework</p> <p>These athletes include elite athletes and emerging athletes. DSAC provides financial support.</p>
<b>List of projects</b>	Not applicable
<b>Source of data</b>	Directorate Scientific Support, SASCOC, Federations, and other recognised sport bodies such as USSA.
<b>Means of verification</b>	<p><b>For supported directly by Department (athletes contracted on the Programme)</b></p> <ul style="list-style-type: none"> <li>List of athletes supported</li> <li>Support Agreement between DSAC and the athlete or guardian or Federation</li> <li>Proof of payment for athletes supported</li> </ul> <p><b>For support provided through partner organizations</b></p> <ul style="list-style-type: none"> <li>Submission approved by authorized person as per delegations</li> <li>Report from Partner Organisations on the supported with list of athletes supported</li> </ul> <p><b>For support provided on adhoc basic</b></p> <ul style="list-style-type: none"> <li>Submission approved by authorized person as per delegations</li> <li>Report from Federation on the adhoc support to the athletes</li> <li>Proof of payment to the Federation</li> </ul>
<b>Data limitation</b>	<p>Based on their sport or academic performances or personal circumstances athletes may be dropped from the programme during the year. They will however not be replaced. This could result in the target not being maintained throughout the year.</p> <p>Reliance on Third Parties (Federations) on some information</p> <p>Reliance on other Support Units</p>
<b>Method of calculation/ assessment</b>	Simple count. Each athlete will be counted once in the annual programme even though they may receive numerous interventions
<b>Disaggregation beneficiaries</b>	Not applicable, selection based on talent. Selected beneficiaries are disaggregated when reporting.
<b>Assumptions</b>	<p>Athletes identified by Federations will stay in the programme for the duration of the agreement.</p> <p>That other partner organisations would identify athletes who are supported on adhoc basis.</p>



<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	80
<b>Indicator responsibility</b>	DDG: Recreation Development and Sport Promotion

Indicator title	2.2 NUMBER OF ATHLETES SUPPORTED BY SPORTS ACADEMIES
Definition/purpose	The athletes are supported through the provincial sports academy. Support includes services such as medical and scientific support; life skills; seminars and workshops empowering athletes; provision of equipment, attire, training camps and other support provided to assist them to compete optimally. The Department provides funding through the Grant and provide policy direction.
List of projects	Not applicable
Source of data	Provincial Academies and Provincial Department of Sport, Arts and Culture.
Means of verification	<ul style="list-style-type: none"> <li>• 3 x Monthly reports per quarter signed and approved by the provinces detailing the support provided by the academies.</li> <li>• List and registers of athletes supported with segregated demographic information. The registers are signed by the athletes. The officials (district or provincial) verify and sign the attendance register.</li> <li>• Report verifying and analyzing information received from the provinces signed by Chief Director or DDG.</li> </ul>
Data limitation	Dependency on provincial reports
Method of calculation/ assessment	Simple count
Disaggregation beneficiaries	Reporting will provide disaggregation of beneficiaries
Assumptions	Programme is implemented in line with the Academies Framework
Spatial transformation	Athletes supported in all 9 Provinces
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	3 700
Indicator responsibility	DDG: Recreation Development and Sport Promotion



Indicator title	<b>2.3 PERCENTAGE OF NATIONAL FEDERATIONS MEETING 50% OR MORE OF ALL PRESCRIBED CHARTER TRANSFORMATION TARGETS</b>
<b>Definition/purpose</b>	Status of progress made by National Federations being assessed through the Eminent Persons Group (EPG) audit reports which cover an individual federations transformation status in selected Transformation Charter categories in scorecard format. The scorecard reflects the federation's transformation status based on the percentage of federation self-set and forward projected MoU based 'Barometer' targets achieved. The assessment is based on the achievement of a federation's self-set and forward-looking projected targets that form part of the MoUs entered with SRSA and SASCOG. The Department provides secretariat support to the EPG.
<b>List of projects</b>	Not applicable
<b>Source of data</b>	National Federations (data sheets)
<b>Means of verification</b>	EPG Report approved by DDG or DG.
<b>Data limitation</b>	Accuracy of the data received from Federations
<b>Method of calculation/assessment</b>	$\frac{\text{Number of NFs achieving self-set projected targets}}{\text{Total number of NFs assessed}} \times 100$
<b>Disaggregation beneficiaries</b>	Not applicable
<b>Assumptions</b>	That all national federations being assessed will submit accurate data.
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	National Sport and Recreation Plan
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	89.5%
<b>Indicator responsibility</b>	DDG: Recreation Development and Sport Promotion

Indicator title	<b>2.4 NUMBER OF PEOPLE ACTIVELY PARTICIPATING IN ORGANISED SPORT AND ACTIVE RECREATION EVENTS.</b>
<b>Definition/purpose</b>	<p>The number of people who participate in organised sport and active recreation events that are implemented to promote healthy lifestyles (at provincial and local level). The number of people excludes spectators.</p> <p>Participants are counted from reports submitted by Provinces. The Department provides funding through the Grant and provide policy direction. While there are dedicated days for some events the National and Provincial Department will decide on the dates of events.</p>
<b>List of projects</b>	Not applicable
<b>Source of data</b>	Provincial departments for Sport, Arts and Culture
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Approved/signed Provincial report of organised sport and active recreation events (including virtual events).</li> <li>• Attendance registers (in the form of composite attendance lists), signed off and verified by provincial officers.</li> <li>• Individual attendance lists that serve as entry into an event at the point of participation for participants.</li> <li>• Online generated participation list where participation is on a virtual and physical platform.</li> </ul>
<b>Data limitation</b>	<p>Inaccurate data due to rudimentary registration system.</p> <p>Inaccurate data due to the limitations of data control.</p> <p>Duplication.</p> <p>This indicator covers open mass events, and it is not feasible to segregate targets into specific numbers. The segregation will however happen during reporting.</p> <p>Dependency on provincial reports</p> <p>Implementation of POPIA</p>
<b>Method of calculation/assessment</b>	<p>Simple count of participants.</p> <p>Each participant is only counted once for participation in a particular sport/recreation code during a sport or recreation event. A participant may therefore be counted more than once in a single tournament depending on number of codes, he/she participates in.</p>
<b>Disaggregation beneficiaries</b>	<p>The indicator reaches among others, Women; Youth; and people with disabilities.</p> <p>Reports will provide disaggregation of beneficiaries</p>
<b>Assumptions</b>	In the case of any pandemic or other unforeseen situations, delivery models and dates may change.
<b>Spatial transformation</b>	Provincial and National
<b>Calculation type</b>	Simple count
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	315 000
<b>Indicator responsibility</b>	DDG: Recreation Development and Sport Promotion



Indicator title	<b>2.5 NUMBER OF SPORT AND RECREATION PROMOTION CAMPAIGNS AND EVENTS IMPLEMENTED.</b>	
<b>Definition/purpose</b>	The indicator measures sport and recreation events that serve to implement campaigns that are hosted by the Department. The events are also used as platforms to share developmental messages through agencies such as loveLife. They also serve as activations for the Unite and I Choose2BActive Campaigns.	
<b>List of projects</b>	<b>PROJECT</b>	<b>DISTRICT</b>
	1. Move for Health Day	KwaZulu-Natal Province
	2. Indigenous Games Festival	KwaZulu-Natal Province
	3. Andrew Mlangeni Golf Development Programme	Gauteng Province
	4. Ministerial Outreach Programme	Across the country where multipurpose sport facility and MIG funded facilities are handed over
	5. Nelson Mandela Sport and Culture Day	Gauteng Province
	6. National Recreation Day	Gauteng, Union Building - Tshwane South District
	7. Big Walk	Gauteng, Fountains Valley - Tshwane South District
	8. National Youth Camp	Decentralised to all 9 Provinces
	NB: If a specific project cannot take place, it will be replaced by an event with similar objectives. This should be initiated through a change management process and be communicated upfront through a DDG approved submission.	
<b>Source of data</b>	Active Nation sub-programme of DSAC (as custodians of the events)	
<b>Means of verification</b>	DG or DDG approved submission CD Approved Close out report for each campaign and event.	
<b>Data limitation</b>	Unsigned reports Segregation of focus groups cannot be anticipated	
<b>Method of calculation/ assessment</b>	Simple count	
<b>Disaggregation beneficiaries</b>	Reporting will provide disaggregation of beneficiaries	
<b>Assumptions</b>	That there will be interest to participate in the events	
<b>Spatial transformation</b>	National and Provincial	
<b>Calculation type</b>	Cumulative	
<b>Reporting cycle</b>	Quarterly	
<b>Indicator type</b>	Quantitative	
<b>New indicator</b>	No	
<b>Links to other plans</b>	No	
<b>MTSF indicator</b>	Yes	
<b>Desired performance</b>	8	
<b>Indicator responsibility</b>	DDG: Recreation Development and Sport Promotion	

Indicator title	2.6 SCHOOLS, CLUBS AND HUBS PROVIDED WITH EQUIPMENT AND/OR ATTIRE AS PER THE ESTABLISHED NORMS AND STANDARDS
<b>Definition/purpose</b>	<p>This indicator consolidates the number of schools, hubs and clubs supported with equipment and/or attire to provide opportunities for participation. Norms and standards are available for the 16 codes of sport and the Indigenous Games for both equipment and attire. The norms and standard provides specific details of the type of equipment and attire this is required for each code.</p> <p><b>Equipment:</b> sport equipment</p> <p><b>Attire:</b> clothing that is used by participants in the field of sport during practice and/or competition.</p> <p><b>A club</b> is a private association whose objectives include the promotion of one or more sports, the participation of their members in these modalities and the organization and participation in tournaments and championships. A sports club is affiliated to a recognised National Federation and its focus may be recreational, instructional, competitive, or a combination of these types of activities based on its constitution.</p> <p><b>A hub</b> is essentially a collective of sport clubs and community organisations working together in a local community who want to develop and grow the sporting offering in the community. It is situated around a sports centre, community centre, school, park, or a playing field pavilion and is traditionally a multi-use facility. Under the hubs approach it may not be necessary to physically build completely new assets to meet demand.</p>
<b>List of projects</b>	Not applicable
<b>Source of data</b>	Provincial Departments
<b>Means of verification</b>	Consolidated Chief Director-approved Provincial Quarterly Report Acknowledgement of receipt from beneficiaries
<b>Data limitation</b>	Incomplete source documents. The equipment and/or attire is not consistent across schools, hubs, and clubs.
<b>Method of calculation/assessment</b>	<p>An aggregation of the following indicators:</p> <ol style="list-style-type: none"> <li>1. Number of schools provided with equipment and/or attire.</li> <li>2. Number of hubs provided with equipment and/or attire.</li> <li>3. Number of clubs provided with equipment and/or attire.</li> </ol> <p>Each school, hub or club is only counted once irrespective of how often they receive equipment and/or attire in a year.</p>
<b>Disaggregation beneficiaries</b>	Not applicable
<b>Assumptions</b>	The equipment and/or attire provided is used to provide opportunities for participation. The norms and standards are adhered to (the equipment and/or attire is more, or less the same across schools, hubs, and clubs).
<b>Spatial transformation</b>	National
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	2 500
<b>Indicator responsibility</b>	DDG: Recreation Development and Sport Promotion



<b>Indicator title</b>	<b>2.7 NUMBER OF LEARNERS IN THE NATIONAL SCHOOL SPORT CHAMPIONSHIP PER YEAR.</b>
<b>Definition/purpose</b>	Number of learners in National School Sport Championships per year measures “number of learners participating in the National School Sport Championships per year” as calculated from any or a combination of the following events: the Autumn Championships; Winter Championships; Summer Championships and school segment of the Indigenous Games Festival.
<b>List of projects</b>	<ol style="list-style-type: none"> <li>1. Autumn Championships</li> <li>2. Winter Championships</li> <li>3. Summer Championships</li> <li>4. School segment of the Indigenous Games Festival</li> </ol>
<b>Source of data</b>	National School Sport Championship Steering Committee
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• DG or DDG approved submission</li> <li>• Chief Director’s Close-out report for each project that has been implemented.</li> <li>• Participant registers - signed off as verified by provincial officers</li> </ul>
<b>Data limitation</b>	None
<b>Method of calculation/assessment</b>	Simple count of the number of learners who participated in the Autumn Championships; Winter Championships; Summer Championships school and the segment of the Indigenous Games Festival
<b>Disaggregation beneficiaries</b>	Not pre-determined. To be provided during reporting phase.
<b>Assumptions</b>	That there will be interest to participate in the events
<b>Spatial transformation</b>	National
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	MTSF
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	5 000
<b>Indicator responsibility</b>	DDG: Recreation Development and Sport Promotion



Indicator title	<b>2.8 NUMBER OF LEARNERS PARTICIPATING AT THE DISTRICT SCHOOL SPORT TOURNAMENTS</b>
<b>Definition/purpose</b>	All learners participating in school sport tournaments at a district level. Only learners benefitting from the Mass Participation and Sport Development Grant are counted.
<b>List of projects</b>	School Sport is an all-year round programme taking place in most schools in the Country. All nine provinces will run school sport activities in their districts. Dates and venues of district tournaments will be included in the Provincial Business Plans. The Activities in districts, will be limited to any of the 16 priority codes of sport i.e. (Football, Netball, Rugby, Cricket, Athletics, Basketball, Volleyball, Goalball, Swimming, Gymnastics, Hockey, Softball, Chess, Table Tennis, Tennis, and Indigenous Games)
<b>Source of data</b>	Provincial Departments
<b>Means of verification</b>	Signed register of learners participating in tournaments 3 x Monthly reports per quarter approved / signed by the provinces. Close out report signed by the CD.
<b>Data limitation</b>	Dependency on provincial reports.
<b>Method of calculation/ assessment</b>	Simple count of participants extracted from provincial reports
<b>Disaggregation beneficiaries</b>	Disaggregated performance data will be reported
<b>Assumptions</b>	That provinces will encourage participation in the planned events
<b>Spatial transformation</b>	National
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	MTSF
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	75 000
<b>Indicator responsibility</b>	DDG: Recreation Development and Sport Promotion



Indicator title	<b>2.9 NUMBER OF MUNICIPALITIES PROVIDED WITH TECHNICAL AND /OR MANAGEMENT SUPPORT DURING CONSTRUCTION</b>	
<b>Definition/purpose</b>	<p>The Department provides technical and/or management support to municipalities during construction. Support will be municipalities benefitting from the MIG programme in 2022/2023 as well as municipalities with incomplete projects from previous financial years. To ensure that municipalities design and construct sport facilities that are compliant with the Technical Norms and Standards for Provision of Sport and Recreation Facilities, with the budget allocated by the Department from the ring-fenced Municipal Infrastructure Grant (MIG). Requests for support are received on an ongoing basis, resulting in completion dates sometimes overlapping quarters. It is possible that the support can carry over to the following quarter however a municipality supported will only be counted once in a financial year. The support also differs in terms of time allocated and technicality. Support is also provided on request. This support cannot be quantified in advance.</p>	
<b>List of projects</b>	<p>A minimum of 50 municipalities will be supported during 2022/23. Additional districts are supported as and when requests are received and where resources are available. The full list of municipalities will be provided after the support has been provided. In the interim the details of 27 of the 50 can be provided.</p>	
	<b>PROJECT</b>	<b>DISTRICT</b>
	1. Koukamma LM – Upgrading of Krakeel sports field (Ward 2)	Sarah Baartman District
	2. Ngqushwa LM – Rehabilitation of and creation of new sports field	Amathole District
	3. Emalahleni LM – Upgrading of Indwe sports field	Chris Hani District
	4. Great Kei LM – Construction of a sports field in Komga (Ward 7)	Amathole District
	5. Masilonyana LM – Construction of netball courts at Winnie Mandela Museum	Lejweleputswa District
	6. Tokologo LM – Construction of a sports field	Lejweleputswa District
	7. Matsopa LM – Construction of a sports field	Thabo Mofutsanyana District
	8. Merafong LM – Construction of Carletonville sports stadium	West Rand District
	9. Umdoni LM – Additions and repairs to uMzinto sports field (Phase 3)	Ugu District
	10. Kwadukuza LM – Construction of Groutville Market sports field (Ward 10)	iLembe District
	11. Ulundi LM – Upgrading of Hluhluwe sports complex	ZuluLand District
	12. Mthonjaneni LM – Kwesezulu sports field (Ward 7)	King Cetshwayo District
	13. Greater Tzaneen LM – Construction of Leretjeng sports ground (Ward 11)	Mopani District
	14. Lephalale LM – Construction of Marapong sports centre (Phase 2)	Waterberg District
	15. Polokwane LM – Construction of Polokwane softball stadium	Capricorn District
	16. Dr JS Moroka LM – Upgrading of Kameelriver Stadium	Nkangala District
	17. Emthanjeni LM – Upgrading of the Nonzwakazi Stadium	Pixley Ka Isaka Seme District
	18. Umsombomvu LM – Upgrading of Kuyasa sports ground in Colesberg	Pixley Ka Isaka Seme District
	19. Karoo Hoogland LM – Upgrading of sports facilities in Williston	Namakwa District
20. Kareeberg LM – Upgrading of sports facilities in Carnarvon	Pixley Ka Isaka Seme District	

	<b>PROJECT</b>	<b>DISTRICT</b>
	21. Magareng LM – Upgrading of Ikhutseng sports facility (Phase 2)	Frances Baard District
	22. Mahikeng LM – Upgrading of Mmabatho tennis stadium	Ngaka Modiri Molemo District
	23. Oudtshoorn LM – Upgrading of Bongolethu sports ground	Garden Route District
	24. Breede Valley LM – Upgrading of De Wet sports ground, upgrading of Rawsonville sports ground	Cape Winelands District
	25. Swartland LM – Upgrading of Darling and Chartsworth sports fields	West Coast District
	26. Hessequa LM – Construction of new cricket and soccer facilities in Heidelberg	Garden Route District
	27. Knysna LM – Construction of sports field and facilities for Bongani (Phase 2)	Garden Route District
<b>Source of data</b>	Beneficiary Local Municipalities	
<b>Means of verification</b>	<p><b>Technical support:</b></p> <ul style="list-style-type: none"> <li>• Approved site inspection or technical report (field-based)   Design Review (desktop-based and applicable where the sports facility has a design review)</li> <li>• Virtual or physical attendance register (applicable when a meeting was held)</li> </ul> <p><b>Management support:</b></p> <ul style="list-style-type: none"> <li>• Attendance registers and Minutes of Meeting (applicable when a meeting was held), or when a meeting was not held</li> <li>• Progress Report from the municipality and the resultant Analysis Report from DSAC, will suffice as evidence of management support provided.</li> </ul>	
<b>Data limitation</b>	Delayed reports from municipalities. Reliability of progress reports provided by municipalities	
<b>Method of calculation/ assessment</b>	Simple count	
<b>Disaggregation beneficiaries</b>	N/A	
<b>Assumptions</b>	That municipalities will be constructing facilities	
<b>Spatial transformation</b>	Provincial/District/ Local	
<b>Calculation type</b>	Non-Cumulative	
<b>Reporting cycle</b>	Quarterly	
<b>Indicator type</b>	Quantitative	
<b>New indicator</b>	No	
<b>Links to other plans</b>	No	
<b>MTSF indicator</b>	Yes	
<b>Desired performance</b>	50	
<b>Indicator responsibility</b>	DDG: Recreation Development and Sport Promotion	



<b>Indicator title</b>	<b>2.10 NUMBER OF COMMUNITY OUTDOOR GYMS AND CHILDREN'S PLAY PARKS CONSTRUCTED.</b>
<b>Definition/purpose</b>	The community outdoor gyms and children's play-parks is one facility providing service for exercising and recreational activity for children
<b>List of projects</b>	The final list of 10 outdoor gyms and children's play parks for 2022/23 is subject to confirmation and will be published on the DSAC website in Q1 of 2022/23.
<b>Source of data</b>	Municipalities
<b>Means of verification</b>	<p>Close out reports, and completion certificates.</p> <p>List of Community Gyms and Children's Play Parks constructed.</p> <p>Approved submission/ business plan for these projects.</p> <p>Expenditure Reports and supporting invoices/proof of payment</p>
<b>Data limitation</b>	None
<b>Method of calculation/ assessment</b>	Simple count
<b>Disaggregation beneficiaries</b>	Not applicable
<b>Assumptions</b>	That the municipality will provide a site for construction of the facility
<b>Spatial transformation</b>	District/ Local
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	10
<b>Indicator responsibility</b>	DDG: Recreation Development and Sport Promotion

Indicator title	<b>2.11 NUMBER OF HERITAGE LEGACY FACILITIES (INCLUDING THE RESISTANCE AND LIBERATION HERITAGE ROUTE [RLHR] SITES) DEVELOPED AND/OR MAINTAINED TO TRANSFORM THE NATIONAL HERITAGE LANDSCAPE.</b>	
<b>Definition/purpose</b>	To transform the heritage landscape by implementing multi- year heritage infrastructure projects through implementing agents. The legacy projects are Cabinet approved projects to transform the heritage landscape. The legacy projects include provincial RLHR sites approved by cabinet for inclusion in the resistance and liberation heritage route.	
<b>List of projects</b>	<b>PROJECT</b>	<b>DISTRICT</b>
	1. Isibhubhu Cultural Arena	Enyokeni
	2. Sarah Baartman Centre	Sarah Baartman
	3. Dr John L Dube Amphitheatre	Ethekwini
	N.B. If a specific project cannot take place a project with a similar objective will replace it. This should be initiated through a change management process and be communicated by the unit.	
<b>Source of data</b>	Contracted implementing agents	
<b>Means of verification</b>	<u>Site developed:</u> <ul style="list-style-type: none"> <li>• Contractor appointment letter; or Service Level Agreement; or Site progress and expenditure report; or Completion Certificate</li> </ul> The above evidence depends on the stage of the project. <u>Site maintained:</u> <ul style="list-style-type: none"> <li>• The maintenance project has the following certificates: Practical completion and final completion certificates, depending on the stage of the project</li> </ul>	
<b>Data limitation</b>	Third party dependency	
<b>Method of calculation/assessment</b>	Simple Count	
<b>Disaggregation beneficiaries</b>	Not applicable	
<b>Assumptions</b>	Implementing agents will achieve targets within the applicable timelines	
<b>Spatial transformation</b>	Transformation of heritage landscape and promotion of access to heritage and history of the country	
<b>Calculation type</b>	Non-cumulative	
<b>Reporting cycle</b>	Annually	
<b>Indicator type</b>	Quantitative	
<b>New indicator</b>	No	
<b>Links to other plans</b>	NDP	
<b>MTSF indicator</b>	Yes	
<b>Desired performance</b>	3	
<b>Indicator responsibility</b>	DDG: Recreation Development and Sport Promotion	



## PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT

Indicator title	3.1 NUMBER OF MULTI-YEAR HUMAN LANGUAGE TECHNOLOGY PROJECTS SUPPORTED
<b>Definition/purpose</b>	To provide financial support towards the development of language applications and software that use all official languages, the Khoi Nama and San languages of the Republic of South Africa.
<b>List of projects</b>	<p><b>PROJECTS</b></p> <ol style="list-style-type: none"> <li>1. Endangered SA Languages Application and Archive – July 2020 – August 2023</li> <li>2. English-isiXhosa Medical Bilingual Dictionary – July 2020 – August 2023</li> <li>3. Extension of multilingual of code-switched South African speech – March 2022 – June 2025</li> <li>4. Python and Neural NLP resources for South African languages – March 2022 – June 2024</li> <li>5. Applying voice computing technology to language literacy - subject to final approval</li> <li>6. Digitalising the South African Sign Language – March 2022 – June 2025</li> </ol> <p>N.B. If a specific project cannot take place a project with a similar objective will replace it. This will be initiated through a change management process and be communicated by the unit.</p>
<b>Source of data</b>	Contracted service providers
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• DG-Approved submission</li> <li>• Memorandum of Agreement (MoA)</li> <li>• Minutes of adjudication meetings (for new projects only)</li> <li>• Payment stubs as per the MoA.</li> <li>• Progress reports as per the MoA.</li> <li>• One approved managerial report by Chief Director detailing progress on all projects</li> <li>• Annual audited financial statements</li> <li>• Grant letters</li> </ul>
<b>Data limitation</b>	Dependency on beneficiaries
<b>Method of calculation/assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Not applicable
<b>Assumptions</b>	Contracted service providers will achieve targets within the applicable timelines
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	6
<b>Indicator responsibility</b>	DDG: Arts and Culture Promotion and Development



Indicator title	3.2 PERCENTAGE OF OFFICIAL DOCUMENTS RECEIVED THAT ARE TRANSLATED AND / OR EDITED
<b>Definition/purpose</b>	The Translation and Editing Directorate provides a translation and/or editing service to DSAC, and all national departments, entities and enterprises that do not have language units. The service is demand driven and not commissioned by the Directorate. The translation and/or editing of official documents into and from the official and foreign languages facilitates access to government information and services in the citizens' languages of choice and enables government to transact with other countries. Requests for translation and/or editing are received on an ongoing basis, resulting in completion dates sometimes overlapping quarters. The documents received also differ about length and technicality. The percentage for the estimated performance target is made up of the denominator, which is the total number of documents accepted and recorded within the quarter, and the numerator, which is the number of documents completed within the quarter. Both the denominator and numerator are recorded in the same register. At the end of the quarter before the report is finalised, the documents to be carried over are identified and not included. For that reason, recorded documents that are reported within the quarter do not include carry overs. The cut off time frame for accepting requests and completed documents is five working days before the end of the quarter.
<b>List of projects</b>	Documents received that are translated and/or edited
<b>Source of data</b>	DDG's Office: Arts, Culture Promotion and Development
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Document register approved by Deputy Director.</li> <li>• Quarterly activity reports approved by Chief Director</li> </ul>
<b>Data limitation</b>	Dependency on beneficiaries
<b>Method of calculation/ assessment</b>	$\frac{\text{No of documents completed within the quarter}}{\text{Total number of documents received and recorded for the quarter}} \times 100$
<b>Disaggregation of beneficiaries</b>	Not applicable
<b>Assumptions</b>	That there will be requests for translation and editing
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Non- cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	100%
<b>Indicator responsibility</b>	DDG: Arts and Culture Promotion and Development



<b>Indicator title</b>	<b>3.3 NUMBER OF BURSARIES AWARDED FOR THE DEVELOPMENT OF QUALIFIED LANGUAGE PRACTITIONERS PER YEAR.</b>
<b>Definition/purpose</b>	Financial support provided to institutions of higher learning to enable them to support students who are studying languages.
<b>List of projects</b>	Not applicable
<b>Source of data</b>	Institutions of higher learning
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• MoAs with universities</li> <li>• Payment stubs</li> <li>• Contracts between universities and students</li> <li>• Progress reports from universities</li> <li>• Transcripts of academic records</li> <li>• Proof of registration</li> <li>• Proof of payment of student fees</li> <li>• CD-Approved list of students from universities</li> </ul>
<b>Data limitation</b>	Dependency on beneficiaries
<b>Method of calculation/assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Not applicable
<b>Assumptions</b>	That students who meet the criteria as set by the institutions of higher learning will apply
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Non- Cumulative
<b>Reporting cycle</b>	Annually
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	250
<b>Indicator responsibility</b>	DDG: Arts and Culture Promotion and Development





Indicator title	3.4 NUMBER OF LOCAL AND INTERNATIONAL MARKET ACCESS PLATFORMS SUPPORTED	
<b>Definition/purpose</b>	This indicator refers to initiatives that expose creative products to markets and audiences to promote artists and create access to opportunities for networking, skills exchange, partnerships development and income generating opportunities. Projects can be identified from the sector strategies and engagements with partners before approval by the DG. The Market Access platforms are identified through strategic partnerships with the sector. Implementation of these projects can be done through two processes, 1. SCM Process [SCM] and 2. Transfer process [Transfer]. The decision of which process will be used is dependent upon who initiates the project (i.e DSAC or a beneficiary).	
<b>List of projects</b>	<b>PROJECT</b>	<b>DISTRICT</b>
	1. Craft Competition & Awards (Virtual Exhibition) [SCM]	National participation with the event happening in Mbombela
	2. South African Music Awards (SAMA) [Transfer]	National participation with the event happening in Bojanala
	3. Moshito Music Market & Exhibition [Transfer]	National participation with the event happening in Johannesburg Metro
	4. South African Traditional Music Awards: Emerging Talent Search & Awards [Transfer]	National participation with the event happening in Mbombela
	5. National Book Month [Transfer]	National participation with an event happening in all 9 Provinces
	6. Africa Rising International Film Festival [Transfer]	National participation with the event happening in Johannesburg Metro
	7. Crown Gospel Awards [Transfer]	National participation with the event happening in EThekweni Metro
	8. South African Literary Awards (SALA) – Recognition Author Excellence [Transfer]	National participation with the event happening in North West.
	9. Design Market Access Partnership Programme with SEDA [SCM]	International
	10. Fashion Industry Awards South Africa (FIASA) [Transfer]	National participation with the event happening in Johannesburg Metro
	11. Beautiful Things Craft Exhibition - National & Showcase [SCM]	National participation with the event happening in the Graskop- Ehlanzeni District
	12. Venice Biennale [SCM]	International
	13. Art bank [Transfer]	National participation with the event happening in Mangaung
	14. Kunene & The King Theatre Production [Transfer]	National participation with the event happening in the Nelson Mandela Bay Metro, Mangaung, Johannesburg Metro.
	15. Gothenburg Book Fair [SCM & Transfer]	International
	<b>N.B.</b> If for any unforeseen circumstances, a specific project cannot take place, a project with a similar objective will replace it. This will be initiated through a change management process and be communicated by the unit to the Planning and M&E Units.	



<b>Source of data</b>	Event organisers/ Beneficiaries
<b>Means of verification</b>	<u>Transfer Payments to beneficiaries</u> <ul style="list-style-type: none"> <li>• Approved submission by CD/ DDG/DG, MoA</li> <li>• Reports as per requirements of MoA</li> <li>• Payment stubs as per MoA tranches</li> <li>• Grant letter.</li> </ul> <u>SCM Process to service providers:</u> <ul style="list-style-type: none"> <li>• Approved submission by CD/DDG/DG</li> <li>• ToR</li> <li>• Appointment letter/ order number</li> <li>• Report</li> <li>• Payment stubs</li> <li>• SLA, where applicable.</li> </ul>
<b>Data limitation</b>	Accurate, reliable, and complete data provided by service provider/beneficiary
<b>Method of calculation/ assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Not Applicable
<b>Assumptions</b>	That the platforms/events will take place
<b>Spatial Transformation</b>	International and National
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	15
<b>Indicator responsibility</b>	DDG: Arts and Culture Promotion and Development



Indicator title	3.5 NUMBER OF CAPACITY BUILDING PROJECTS SUPPORTED	
<b>Definition/purpose</b>	<p>This indicator refers to financial support of training/skills development projects geared towards building capacity in the cultural and creative sector. The beneficiaries are identified through strategic partnerships with the sector and associated institutions proposals received that are identified as having merit for funding and contributing to the sector. Capacity building programs are programs where there are aspects of training or skills development involved for non-professional and professional artists, crafters, and designers. These projects can have the ability to move a participant from non-formal into the formal sector. Implementation of these projects can be done through two processes, 1. SCM Process [SCM] and 2. Transfer process [Transfer]. The decision of which process will be used is dependent upon who initiates the project (i.e. DSAC or a beneficiary).</p>	
<b>List of projects</b>	<b>PROJECT</b>	<b>DISTRICT</b>
	1. Market Theatre Incubator [Transfer]	Johannesburg Metro
	2. State Theatre Incubator [Transfer]	Tshwane Metro
	3. Playhouse company Incubator [Transfer]	EThekwini Metro
	4. PACOFS Incubator [Transfer]	Mangaung Metro
	5. Arts Cape Incubator [Transfer]	City of Cape Town
	6. Design Focus Programme [Transfer]	OR Tambo Municipality
	7. Igoda Fashion Incubator [Transfer]	EThekwini Metro
	8. National Craft Incubator [SCM]	National Programme in All 9 Provinces
	9. Reading Clubs [Transfer]	Northwest- Rustenburg, Northern Cape- Kimberley, Mpumalanga Emalahleni, Limpopo- Sikhukhune,
	10. Training programme (Amambazo Mobile Academy) [Transfer]	All 9 Provinces. KZN Uthukela District , Eastern Cape- Alfred Duma, City of Cape Town- Western Cape; Northwest – Rustenburg Bojanala District; Limpopo.
	11. INDONI SA [Transfer]	EThekwini Metro
	12. DSAC Publishing Hub [Transfer]	National participation.
	13. The Emerging Creatives Programme [Transfer]	National participation happening in the Cape Town Metro
	14. Eersterust Visual Arts Incubator [Transfer]	Tshwane Metro
	15. Sello Maake-Ncube [Transfer]	Johannesburg Metro
	16. Casterbridge Academy [Transfer]	Ehlanzeni District
	17. Backstage Academy Project [Transfer]	National participation happens in Johannesburg Metro
	18. Women Writers' Programme [Transfer]	Johannesburg Metro, SOWETO, ,Vaal Mfuleni Municipality ,Modimolle EThekwini Metro,



	<b>PROJECT</b>	<b>DISTRICT</b>
	19. The Creative and Technology hub [Transfer]	ZF Mgcawu , Pixley Ka Seme,, Amathole District, OR Tambo, Ehlanzeni, Ekangala, Gert Sibande.
	20. Animation Hub South Africa [Transfer]	Johannesburg Metro,
	21. Nelson Bay Theatre Complex Incubator [Transfer]	Nelson Mandela Bay Metro
	22. Northern Cape Theatre Incubator [Transfer]	Pixley ka Seme District
<b>Source of data</b>	Event organisers/ Beneficiaries	
<b>Data Limitation</b>	Accurate, reliable, and complete data provided by service provider/beneficiary	
<b>Means of verification</b>	<b>Performing Arts Institutions incubator projects –</b> <ul style="list-style-type: none"> <li>• Approved submission by delegated authority</li> <li>• MoA</li> <li>• Grant letter</li> <li>• Report as per requirements of MoA.</li> <li>• Payment stub as per requirements of MoA.</li> <li>• BAS Report</li> </ul>	<b>Cultural and creatives Industry Projects –</b> <b>Transfer Payments</b> <ul style="list-style-type: none"> <li>• Approved submission by CD/ DDG/DG</li> <li>• MoA</li> <li>• Report as per requirements of MoA</li> <li>• Payment stubs as per MoA tranches</li> <li>• Grant letter.</li> </ul>
		<b>SCM Process:</b> <ul style="list-style-type: none"> <li>• Approved submission by CD/DDG/ DG</li> <li>• ToR</li> <li>• Appointment letter/ order number</li> <li>• Report</li> <li>• Payment stubs</li> </ul>
<b>Method of calculation/ assessment</b>	Simple Count	
<b>Disaggregation of beneficiaries</b>	Not applicable	
<b>Assumptions</b>	Continuation of strategic partnerships	
<b>Spatial transformation</b>	Not applicable	
<b>Calculation type</b>	Non-Cumulative	
<b>Reporting cycle</b>	Annually	
<b>Indicator type</b>	Quantitative	
<b>New indicator</b>	No	
<b>Links to other plans</b>	No	
<b>MTSF indicator</b>	No	
<b>Desired performance</b>	22	
<b>Indicator responsibility</b>	DDG: Arts and Culture Promotion and Development	

Indicator title	<b>3.6 NUMBER OF PROVINCIAL COMMUNITY ARTS DEVELOPMENT PROGRAMMES IMPLEMENTED PER YEAR</b>
<b>Definition/Purpose</b>	<p>The indicator is about the Department-defined MGE interventions that are outlined in the MGE strategy, to address community arts development. The interventions are in the form of programmes designed to reach out to communities in district and local municipalities, in partnership with provincial government departments. Provinces are the facilitators and coordinators of the programme in line with the Revised White Paper on Arts and Culture, while the Provincial Community Arts Development Programmes must meet the requirements as outlined in the National Business Plan for the Development of Community Arts Centres and programmes and are thus, supported both technically (the development aspect of the Provincial Community Arts Programmes) and provincial allocations are augmented financially by the Department (DSAC) to implement the programmes in partnership with the Implementing partners identified by provinces, and community arts centres and arts organizations, as the funds cannot be transferred directly to provinces and the support is not in line with the requirements of the Division of Revenue Act (DORA). Funds are transferred to the nominated agencies by the provinces.</p> <p>The provincial community arts development programmes can be delivered in any of the forms below:</p> <ol style="list-style-type: none"> <li>1. Provincial strategy including access and utilisation of community arts centres (technical support/development of strategies and business plans)</li> <li>2. Management training and capacity building (financial support implementation)</li> <li>3. Multi-disciplinary enhancement arts projects - is arts development programmes including performing arts, crafts, visual arts, fashion design, photography Etc. And the arts, culture, and heritage programming/ community arts offerings. Every programme that is offered through the means of arts/ artistic. (Financial support/implementation)</li> <li>4. Infrastructure development/upgrading of facilities and equipment in community arts centres (financial support implementation)</li> </ol>
<b>List of projects</b>	9 X Provincial Community Arts Development Programmes (one in each Province)
<b>Source of data</b>	Provinces
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Approved submission by delegated authority</li> <li>• Business plans</li> <li>• MoA/SLA</li> <li>• Report as per requirements of MoA/SLA</li> <li>• Payment stub as per requirements of MoA/SLA.</li> </ul>
<b>Data limitation</b>	Accurate, reliable, and complete data provided by service provider/beneficiary
<b>Method of calculation/assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Not applicable
<b>Assumptions</b>	That Community Arts Centres are functional
<b>Spatial transformation</b>	Community Art Centres are in all the provinces
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	MTSF
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	9
<b>Indicator responsibility</b>	DDG: Arts and Culture Promotion and Development



Indicator title	3.7 NUMBER OF YOUTH FOCUSED ARTS DEVELOPMENT PROGRAMMES
<b>Definition/purpose</b>	Programmes that financially support arts, culture, and heritage development for the inclusion of Youth (including young women). The programmes are implemented in partnership with various national and provincial departments, government entities/agencies as well as with sector organisations/civil society. The funding is given through the departmental Cultural Development Funding Policy and Departmental Transfers and Subsidies policy. There are programmes that have a similar focus (on youth inclusion) that we support in collaboration, through MoUs, with Departments of Basic Education, Correctional Services, and the National Youth Development Agency (NYDA). We intend to extend collaborations with Departments such as Human settlements and Cooperative Governance & Traditional Affairs. Each of the Programmes have projects that are reflected in the Annual Operational Plans document.
<b>List of programmes</b>	<ol style="list-style-type: none"> <li>1. Arts Education &amp; Training (AET) Programme</li> <li>2. Arts Access Programme (in Juvenile Correctional Facilities)</li> <li>3. Youth Enrichment Programme</li> <li>4. Young Patriots Programme</li> </ol>
<b>Source of data</b>	Event organisers/ Beneficiaries
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• DG/DDG-Approved submission and MoA, and where applicable, SLA</li> <li>• Payment stubs as per the requirements of MoA; and where applicable, SLA</li> <li>• Report as per requirements of MoA, and where applicable, SLA</li> </ul>
<b>Data limitation</b>	Dependency on 3rd Party reports for the submission of final external reports
<b>Method of calculation/ assessment</b>	Simple Count
<b>Disaggregation beneficiaries</b>	All the youth-focused programmes will cover young people irrespective of gender. The programmes will also consider the inclusion of youth from all races and rural towns and rural areas. The programmes will target both in- and out of school youth, including those in incarceration. The final disaggregation will be given during reporting at the end of the programme as it is still dependent upon the project proposals received and can therefore not be accurately set up front.
<b>Assumptions</b>	That the youth are interested in the programme
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	Youth Development Priority Agenda
<b>MTSF indicator</b>	No
<b>Desired performance</b>	4
<b>Indicator responsibility</b>	DDG: Arts and Culture Promotion and Development

Indicator title	<b>3.8 NUMBER OF GENDER-BASED VIOLENCE AND FEMICIDE INITIATIVES FINANCIALLY SUPPORTED</b>
<b>Definition/purpose</b>	The indicator is about funding of the 'Gender-Based Violence and Femicide' initiatives. While the initiatives are delivered through various delivery agents, the Department contributes funding to enable them to succeed.
<b>List of projects</b>	1. Silapha Wellness programme 2. Golekane Campaign 3. Baqhawafazi Campaign
<b>Source of data</b>	DDG's office: Corporate Services
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• DDG-Approved submission and MoA or SLA</li> <li>• Payment stubs as per the requirements of MoA</li> <li>• BAS Payment Report</li> <li>• CD-Approved reports as per the requirement of MoA or SLA</li> </ul>
<b>Data limitation</b>	Dependency on 3rd Party for the submission of reports
<b>Method of calculation/assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Disaggregation provided during reporting.
<b>Assumptions</b>	Not applicable
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	3
<b>Indicator responsibility</b>	DDG: Arts and Culture Promotion and Development



Indicator title	<b>3.9 NUMBER OF INTERNATIONAL ENGAGEMENTS COORDINATED</b>
<b>Definition/purpose</b>	To develop, maintain and strengthen bilateral and multilateral relations for the sport, arts, culture, and heritage sector. Through coordination we bring together different stakeholders and partners to develop, maintain and strengthen bilateral and multilateral relations for the sport, arts, culture, and heritage sector.
<b>List of Projects</b>	<p><b>QUARTER 1</b></p> <ol style="list-style-type: none"> <li>1. African Union Sports Council Region 5 Executive Committee</li> <li>2. Hosting of Mexico mural/public artist for an exchange programme</li> <li>3. Participation in BRICS Ministers of Culture Meeting in China</li> <li>4. 10th Session of the Subsidiary Committee of the Meeting of States Parties on the 1970 Convention</li> <li>5. Africa Month</li> <li>6. Participation in BRICS Film Festival in China</li> </ol> <p><b>QUARTER 2</b></p> <ol style="list-style-type: none"> <li>7. African Union Sports Council Region 5 Executive Committee</li> <li>8. Participation in the Kazan Film Festival</li> <li>9. UNESCO World Conference on Cultural Policies - Mondiacult 2022</li> <li>10. Gothenburg Book Fair 2022</li> <li>11. Palestine/South Africa Cultural Festival</li> </ol> <p><b>QUARTER 3</b></p> <ol style="list-style-type: none"> <li>12. AUSC REGION 5 Under 20 Games in Malawi – Meeting of Council of Ministers of Sport</li> <li>13. Commonwealth Ministers of Sports meeting</li> <li>14. Participation in the 3rd PPEM meeting</li> <li>15. African Union Sports Council Region 5 Executive Committee</li> <li>16. WIPO Assembly of Member States</li> <li>17. IGC on 2003 Intangible Cultural Heritage Convention</li> <li>18. Bilateral Engagements with one country in West Africa</li> </ol> <p><b>QUARTER 4</b></p> <ol style="list-style-type: none"> <li>19. IGC on the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions</li> <li>20. Bilateral engagement with one country in East Africa</li> </ol> <p><b>Disclaimer:</b> If a specific project cannot take place a project with a similar objective will replace it. This should be initiated through a change management process and be communicated by the unit.</p>



<b>Source of data</b>	CD: International Relations
<b>Means of verification</b>	<p>For online Seminars/ Experts meetings</p> <ul style="list-style-type: none"> <li>• Invitation and/or Minister's remarks/speech</li> </ul> <p>For online and physical participation in cultural and sport manifestations</p> <ul style="list-style-type: none"> <li>• Approved DG submission</li> <li>• Final DG approved reports at year end.</li> </ul> <p>Some projects are done very late in the quarter, and only a draft report is available at the time of reporting. At year end though, all reports will be final. Draft reports are provided in-year for the purpose of quarterly monitoring.</p>
<b>Data Limitation</b>	None
<b>Method of calculation/ assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Not applicable
<b>Assumptions</b>	Not applicable
<b>Spatial transformation</b>	International
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	20
<b>Indicator responsibility</b>	DDG: Corporate Services



Indicator title	<b>3.10 NUMBER OF MORAL REGENERATION MOVEMENT PROJECTS SUPPORTED BY GOVERNMENT</b>
<b>Definition/purpose</b>	Reflection of government's support to the moral regeneration programme. DSAC provides financial support to the Moral Regeneration Movement as a vehicle/intervention to promoting social cohesion and nation building, with broad societal participation. The projects are scheduled throughout the year in various quarters, with some being duplicated. The name of projects per quarter is provided to improve clarity. With each project counting once, irrespective of the number of quarters in which it is implemented, the quarterly targets will reflect alignment with the annual target.
<b>List of projects</b>	<ol style="list-style-type: none"> <li>1. Ethical Leadership</li> <li>2. Youth Month Dialogue</li> <li>3. Charter of Positive Values</li> <li>4. Anti-Femicide and GBV</li> <li>5. MRM Month</li> </ol>
<b>Source of data</b>	Moral Regeneration Movement
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Memorandum of Agreement (MoA)</li> <li>• 5 Chairperson-approved reports from MRM</li> <li>• Payment stubs as per the MoA / BAS report</li> </ul>
<b>Data limitation</b>	Not Applicable
<b>Method of calculation/assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Not applicable
<b>Assumptions</b>	<p>That the MRM will implement the project as agreed.</p> <p>That people will have interest to attend.</p>
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	<p>The indicator calculation type is a hybrid of cumulative (for 2 projects) and non-cumulative (for 3 projects):</p> <ul style="list-style-type: none"> <li>• Ethical Leadership (non-cumulative)</li> <li>• Youth Month Dialogue (June) (cumulative)</li> <li>• Charter of Positive Values (non-cumulative)</li> <li>• Anti-Femicide and GBV (non-cumulative)</li> <li>• MRM Month (July) (cumulative)</li> </ul>
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	5
<b>Indicator responsibility</b>	DDG: Corporate Services

<b>Indicator title</b>	<b>3.1 I NUMBER OF COMMUNITY CONVERSATIONS / DIALOGUES IMPLEMENTED TO FOSTER SOCIAL INTERACTION PER YEAR.</b>
<b>Definition/purpose</b>	Community conversations/dialogues implemented in diverse communities to foster social integration and inclusion. This, with the objective of enhancing social cohesion and nation building in the country. Community conversations are social dialogues across all communities meant to bridge existing divisions, among others, along race, class, gender, religion, culture, and other contours of human difference.
<b>List of projects</b>	Not applicable
<b>Source of data</b>	CD: Social Cohesion, Nation Building & Target Groups
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• 20 DDG-approved quarterly reports on community conversations/dialogues</li> <li>• List of community conversations/dialogues implemented to foster social interaction</li> <li>• DDG or DG-approved submission for community conversations/dialogues implemented</li> </ul>
<b>Data limitation</b>	Dependency on partners
<b>Method of calculation/assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Not applicable
<b>Assumptions</b>	Not applicable
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	MTSF
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	20
<b>Indicator responsibility</b>	DDG: Corporate Services



<b>Indicator title</b>	<b>3.12 NUMBER OF ADVOCACY PLATFORMS ON SOCIAL COHESION IMPLEMENTED BY SOCIAL COHESION ADVOCATES</b>
<b>Definition/purpose</b>	Advocacy platforms implemented by social cohesion advocates meant to promote social cohesion and nation building. This is about platforms created to promote social cohesion, by social cohesion advocates.
<b>List of projects</b>	20 advocacy platforms that cover a range of areas such as gender-based violence and patriarchy, racism, xenophobia, alcohol and drug abuse, violent crime, and many other related social ills
<b>Source of data</b>	CD: Social Cohesion, Nation Building & Target Groups
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• 20 DDG-approved reports on advocacy platforms</li> <li>• Appointment letters for Social Cohesion Advocates</li> <li>• Notes of acceptance of appointment</li> <li>• List of Advocacy Platforms on social cohesion by Social Cohesion Advocates.</li> <li>• Approved submission for advocacy platforms held (NB. The approval is either Director, Chief Director or DDG, depending on the delegations).</li> </ul>
<b>Data limitation</b>	Dependency on social cohesion advocates
<b>Method of calculation/assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Not applicable
<b>Assumptions</b>	Interest in attending advocacy platforms
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	20
<b>Indicator responsibility</b>	DDG: Corporate Services

<b>Indicator title</b>	<b>3.13 NUMBER OF MONITORING REPORTS ON THE IMPLEMENTATION OF A SOCIAL COMPACT FOR SOCIAL COHESION AND NATION BUILDING</b>
<b>Definition/purpose</b>	Monitoring and support work with the different sectors in the implementation of sector-specific commitments on the social compact. A social compact in this regard refers to an agreement among the sectors of South African society, particularly Business, Labour, Media, Civil Society, Women, Youth, Persons with disability and Traditional Authorities, to cooperate in the advancement and promotion of social cohesion and nation building.
<b>List of projects</b>	Not applicable
<b>Source of data</b>	CD: Social Cohesion, Nation Building & Target Groups
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• 2 DDG approved monitoring reports on the implementation of the social compact.</li> <li>• Social Compact</li> </ul>
<b>Data limitation</b>	Dependency on sector in implementing their sector specific commitments /milestones
<b>Method of calculation/assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Not applicable
<b>Assumptions</b>	Not applicable
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-annual
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	Yes
<b>Links to other plans</b>	MTSF
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	2
<b>Indicator responsibility</b>	DDG: Corporate Services



Indicator title	<b>3.14 NUMBER OF PROJECTS THROUGH WHICH TARGET GROUPS ARE SUPPORTED</b>
<b>Definition/purpose</b>	The indicator is about the funding of target groups, namely children, people with disabilities, older persons and women. The aim of the programme is to intensify multi-sectoral partnerships and the integration of projects with NPOs and communities. Different sectors of society, including civil society, will participate in the implementation of projects to the advance socio-economic empowerment of the above target groups.
<b>List of projects</b>	<p>2 projects will be supported from each of these project categories.</p> <ol style="list-style-type: none"> <li>1. Projects focusing on children</li> <li>2. Projects focusing on people with disabilities</li> <li>3. Projects focusing on older persons</li> <li>4. Projects focusing on women</li> </ol>
<b>Source of data</b>	DDG's office: Corporate Services
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• DDG-Approved submission and MoA</li> <li>• Payment stubs as per the requirements of MOA</li> <li>• BAS Payment Report</li> <li>• Reports as per the requirement of MOA</li> </ul>
<b>Data limitation</b>	Dependency on 3rd Party for the submission of reports
<b>Method of calculation/ assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Disaggregation provided during reporting.
<b>Assumptions</b>	Not applicable
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	8
<b>Indicator responsibility</b>	DDG: Corporate Services

Indicator title	<b>3.15 NUMBER OF NATIONAL DAYS' CELEBRATIONS HELD</b>
<b>Definition/purpose</b>	The celebration of National Days is about increasing awareness about the country's triumph against adversities of the past, thus contributing towards protecting, preserving and promoting our heritage. National Days are designed to invoke national pride and foster social cohesion.
<b>List of projects</b>	The celebrations are for the following National Days: 1. Freedom Day (27 April) Q1 2. Youth Day (16 June) Q1 3. National Women's Day (9 August) Q2 4. Heritage Day (24 September) Q2 5. Day of Reconciliation (16 December) Q3 6. Human Rights Day (21 March) Q4
<b>Source of data</b>	DDG: Corporate Service Office.
<b>Means of verification</b>	DDG-approved report on each National Day
<b>Data limitation</b>	None
<b>Method of calculation/assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Not applicable – based on actual participation
<b>Assumptions</b>	That the events will be hosted
<b>Spatial transformation</b>	The days are rotated throughout the country
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No (but was last included in the APP in 2019/20)
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	6
<b>Indicator responsibility</b>	DDG: Corporate Services



Indicator title	3.16 NUMBER OF PROJECTS IN THE CREATIVE INDUSTRY SUPPORTED THROUGH THE MZANSI GOLDEN ECONOMY PROGRAMME																																								
<b>Definition/purpose</b>	<p>The following projects are supported financially.</p> <p><b>Flagships (30):</b> Strategic partnerships and special projects within the Department’s programmes that have a high impact on a national level. These events support the mandate and objectives of the Department in terms of stimulating the economy through job creation at national, provincial, and local levels and further celebrating the African continent. Special projects are unsolicited strategic programmes based on various MGE workstreams that have an impact on a national and provincial level and support the mandate and objectives of the Department. These may include projects initiated by sector organisations, those emanating from commissioned sector strategies and research, and recommendations from various stakeholders’ consultative processes.</p> <p><b>Cultural events: (12)</b> With these events, the projects are geared at the creation, development, and promotion of local content. The objectives are to contribute to local economic development, job creation and the development of audiences. The work stream creates platforms to developmental artists at a local level so that they mature to Provincial and National level.</p> <p><b>Touring ventures: (8)</b> Touring Venture projects are geared at increasing mobility and access of South African arts practitioners to the local and international market. The project must heighten local and or international consumption of South African products thus creating job opportunities for artists with the resultant effect of economic growth of our country. The support extends to invitations received by artists to participate in arts related engagements outside or within the borders of South Africa.</p> <p><b>Public Art (8):</b> the Public Art programme supports artists, art organisations and communities in accessing arts and culture freely where they live. It aims to create job opportunities at a provincial and national level for artists, designers, storytellers, crafters, performance artists and a range of other practitioners’ in the cultural and creative sectors. It seeks to create artworks that cross-cuts public spaces, where the general public is most times involved in the realisation and presentation of the public artworks, thereby developing new audiences.</p> <p><b>Africa Month (9)</b> The Africa Month Projects are projects that have a focus on Africa continent during the Africa Month of May annually.</p>																																								
<b>List of projects</b>	<p><b>21 Provincial Flagships:</b></p> <table border="0"> <tr> <td>GP:</td> <td>KZN:</td> <td>LP:</td> <td>FS:</td> </tr> <tr> <td>1. GiG Economy</td> <td>7. Coastal Cultural Heritage Experience</td> <td>12. Marula Festival</td> <td>20. Home Brew Development Programme</td> </tr> <tr> <td>2. Vaalriver Jazz carnival</td> <td></td> <td>13. Mapungubwe Arts Festival</td> <td>21. Famo Cultural Mine Dance Festival</td> </tr> <tr> <td>3. HangOuts</td> <td>NW:</td> <td>14. Isinqisethu Cultural Festival</td> <td></td> </tr> <tr> <td>WC:</td> <td>8. Mahika Mahikeng</td> <td>15. Provincial Arts &amp; Culture Awards</td> <td></td> </tr> <tr> <td>4. Cape Town Carnival</td> <td>9. Taung Cultural Calabash</td> <td>NC:</td> <td></td> </tr> <tr> <td>5. SuidOoste Fees</td> <td>MP:</td> <td>16. Kalahari Desert</td> <td></td> </tr> <tr> <td>6. Open Book Festival</td> <td>10. Mpumalanga Cultural Experience</td> <td>17. Galagadi Jazz Festival</td> <td></td> </tr> <tr> <td></td> <td>11. Art of Legends</td> <td>18. Northern Cape Awards</td> <td></td> </tr> <tr> <td></td> <td></td> <td>19. NAMCUFE</td> <td></td> </tr> </table>	GP:	KZN:	LP:	FS:	1. GiG Economy	7. Coastal Cultural Heritage Experience	12. Marula Festival	20. Home Brew Development Programme	2. Vaalriver Jazz carnival		13. Mapungubwe Arts Festival	21. Famo Cultural Mine Dance Festival	3. HangOuts	NW:	14. Isinqisethu Cultural Festival		WC:	8. Mahika Mahikeng	15. Provincial Arts & Culture Awards		4. Cape Town Carnival	9. Taung Cultural Calabash	NC:		5. SuidOoste Fees	MP:	16. Kalahari Desert		6. Open Book Festival	10. Mpumalanga Cultural Experience	17. Galagadi Jazz Festival			11. Art of Legends	18. Northern Cape Awards				19. NAMCUFE	
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<b>List of projects</b>	<p><b>9 National flagships:</b></p> <ol style="list-style-type: none"> <li>1. Cape Town Jazz International</li> <li>2. T Musicman Spectacular Concert</li> <li>3. National Arts Festival</li> <li>4. Moretele Tribute Concert</li> <li>5. We Can Festival</li> <li>6. Buyela E'Khaya</li> <li>7. Ebubeleni Festival</li> <li>8. Abantu Book Festival</li> <li>9. Johannesburg Comedy festival</li> </ol>	<p><b>The following projects are open calls and thus dependent upon the applications received.</b></p> <p>12 Cultural events: TBC        8 Touring ventures: TBC        8 Public Art: TBC        9 Africa Month: TBC</p>
	This list is provisional and project projections are interchangeable between categories. 67 projects will be supported irrespective of the category of event.	
<b>Source of data</b>	DDG's office: Arts and Culture Promotion and Development	
<b>Means of verification</b>	<p><b>Flagships:</b> Provincial / National</p> <ul style="list-style-type: none"> <li>• Approved submission by delegated authority</li> <li>• MoA for direct grant funding / Z59 interdepartmental transfers,</li> <li>• Reports as per requirements where a MoA is applicable</li> <li>• Close out report for Z59 projects</li> <li>• Payment stub/s as per MoA.</li> </ul> <p><b>Open call projects:</b> (Public Art, Touring Ventures, Cultural events; Africa Month):</p> <ul style="list-style-type: none"> <li>• Register of open call MGE applications received</li> <li>• Approved submission by delegated authority</li> <li>• MoA</li> <li>• Reports as per requirements of MoA</li> <li>• Payment stubs as per MoA.</li> </ul>	
<b>Data limitation</b>	Dependency on response to open calls.	
<b>Method of calculation/ assessment</b>	Simple Count	
<b>Disaggregation of beneficiaries</b>	Provided during reporting, not available upfront as open calls are available.	
<b>Assumptions</b>	It is assumed that response to open call will equate to the number of planned targets for the open call.	
<b>Spatial transformation</b>	Not applicable	
<b>Calculation type</b>	Cumulative	
<b>Reporting cycle</b>	Quarterly	
<b>New Indicator</b>	No	
<b>Links to other plans</b>	No	
<b>MTSF indicator</b>	Yes	
<b>Desired performance</b>	67	
<b>Indicator responsibility</b>	DDG: Arts and Culture Promotion and Development	



<b>Indicator title</b>	<b>3.17 NUMBER OF ARTISTS PLACED IN SCHOOLS PER YEAR</b>
<b>Definition/purpose</b>	Arts practitioners placed in schools to promote and support arts education in schools. Revised White Paper on Arts and Culture commits the Department to play an active role in the improvement of quality of creative arts and culture in the public schools. As a result, DSAC initiated and continues to fund the Artists in Schools project with the view to alleviate capacity constraints in the delivery of the creative arts subject in the public schools, and create jobs opportunities for arts practitioners.
<b>List of projects</b>	Not applicable
<b>Source of data</b>	DDG's office: Arts and Culture Promotion and Development
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Approved submission by DG</li> <li>• Proposals</li> <li>• MoA/SLA with service provider</li> <li>• Payment stubs</li> <li>• Contracts and Copy of ID documents of arts practitioners.</li> <li>• List of schools</li> <li>• List of artists</li> <li>• Reports</li> <li>• Confirmation letters from schools</li> </ul>
<b>Data limitation</b>	Dependency on third parties for submission of reports. Accuracy of beneficiary reporting
<b>Method of calculation/assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Beneficiaries will be disaggregated when reporting.
<b>Assumptions</b>	That placement opportunities will be available.
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	300
<b>Indicator responsibility</b>	DDG: Arts and Culture Promotion and Development

Indicator title	3.18 NUMBER OF REPORTS PRODUCED BY SACO
<b>Definition/purpose</b>	Production of all research reports relevant to the sector as defined in the SLA, produced by SACO (South African Cultural Observatory). The report is deemed produced and therefore final after it is received by the Department and signed off by the DDG.
<b>List of projects</b>	Research agenda decided by the Department informs the choice of research reports to be produced. Steering committee meets quarterly to plan for the implementation of the research agenda. Reports are classified into Key Performance Indicator (M&E) Reports, Commissioned reports, youth, women and people with disability report, Policy research report, Mapping studies and Country brief reports.
<b>Source of data</b>	DDG's office: Arts and Culture Promotion and Development
<b>Means of verification</b>	Approved research agenda revised annually. Chief Director-Approved quarterly progress report. Approved research reports. (Reports are considered to be produced when they have been approved and signed off by the DDG).
<b>Data limitation</b>	Dependency on third party for submission of reports
<b>Method of calculation/ assessment</b>	Simple Count.
<b>Disaggregation of beneficiaries</b>	Not applicable
<b>Assumptions</b>	That there is capacity to service the broadened SAC sector
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	16
<b>Indicator responsibility</b>	DDG: Arts and Culture Promotion and Development



<b>Indicator title</b>	<b>3.19 NUMBER OF FILMS AND DOCUMENTARIES SUPPORTED TELLING STORIES OF THE HISTORY OF LIBERATION, CULTURAL AND HERITAGE IMPORTANCE.</b>
<b>Definition/purpose</b>	Providing support towards the development and production of film projects and documentaries that focus on the history of liberation and stories of cultural and historical importance. DSAC provides financial support with NFVF being the Implementing Agent.
<b>List of Projects</b>	Only available after Call for Applications has been published and processed
<b>Source of data</b>	National Film and Video Foundation
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Approved submission by DG,</li> <li>• Business Plan from NFVF</li> <li>• MoA with the NFVF.</li> <li>• Reports as per MoA with NFVF</li> <li>• Grant letter to NFVF</li> <li>• Payment stub as per MoA with NFVF</li> </ul>
<b>Data limitation</b>	Accuracy of beneficiary reporting
<b>Method of calculation/ assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Not applicable
<b>Assumptions</b>	That there is enough funding to meet the need
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	Yes
<b>Links to other plans</b>	MTSF
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	10
<b>Indicator responsibility</b>	DDG: Arts and Culture Promotion and Development

## PROGRAMME 4: HERITAGE PROMOTION AND PRESERVATION

Indicator title	4.1 NUMBER OF STUDENTS AWARDED WITH HERITAGE BURSARIES PER YEAR
<b>Definition/purpose</b>	The DSAC has embarked on the implementation of heritage bursaries programme to bridge the skills gap within the heritage sector. This is done through provision of financial support to students to further their heritage studies at institutions of higher learning.
<b>List of Projects</b>	45 bursaries awarded for the development of qualified heritage practitioners
<b>Source of data</b>	Institutions of higher learning.
<b>Means of verification</b>	MoAs with institutions of higher learning, payment stubs (payment to institutions of higher learning), proof of provisional or full acceptance, proof of payment of student fees (from institutions of higher learning), Academic reports
<b>Data limitation</b>	Accurate, reliable, and complete data provided by institutions of higher learning.
<b>Method of calculation/ assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Beneficiaries will be disaggregated during reporting
<b>Assumptions</b>	That there will be applications made by the students
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	45
<b>Indicator responsibility</b>	DDG: Heritage Promotion and Preservation



<b>Indicator title</b>	<b>4.2 NUMBER OF BOOKS DOCUMENTING LIVING HUMAN TREASURES PUBLISHED.</b>
<b>Definition/purpose</b>	To identify, promote and safeguard, for transmission to the next generations, the knowledge, and skills of specialist practitioners. Living human treasures are selected in accordance with the criteria and processes in the Living Heritage Policy. They are defined by UNESCO as “a person who possesses to a high degree the knowledge and skills required for performing or re-creating specific elements of the intangible cultural heritage” “Document” means record in writing, photography, film the life and work of living human treasures. Drafted means data for the chapters of the books are researched, compiled into chapters, edited, quality assessed, and the draft publication is designed. The DSAC commissions the writing of the books through the appointment of a service provider to write and publish the books on Living Human Treasures.
<b>List of Projects</b>	5 Books documenting living human treasures as identified by the Indigenous Knowledge System Panel.
<b>Source of data</b>	Indigenous Knowledge Holders
<b>Means of verification</b>	5 Books documenting living human treasures DG-approved submission Appointment letter SLA Payment stubs as per SLA
<b>Data limitation</b>	Availability and access to data
<b>Method of calculation/ assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Not applicable
<b>Assumptions</b>	That there will be access to information from knowledge holders
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	5
<b>Indicator responsibility</b>	DDG: Heritage Promotion and Preservation

Indicator title	4.3 NUMBER OF PUBLIC AWARENESS ACTIVATIONS ON THE “I AM THE FLAG” CAMPAIGN
<b>Definition/purpose</b>	The flag is the brand image of the country and of our nationhood. The role of the flag is to express identity and to provide a single identity within the diverse members of the society. The promotion of the national flag, thus, has a potential to unite people irrespective of their diverse backgrounds. The department initiated the project, ‘#I AM THE FLAG’ Campaign. This campaign is to present the flag as our single identity, and to emphasise that the flag is symbol of our democracy. To this effect public awareness, activations to promote the national flag are undertaken. The activations vary depending on the venue selected or provided, the target market (whether they always in motion as in taxi ranks or they confined in an enclosed venue) and other social variables. In its variation, the activation will involve, amongst others, information sharing session and distribution of promotional materials. DSAC procure promotional materials, organise, and manage the activations in collaboration with partners such as provincial governments.
<b>List of Projects</b>	20 Public awareness activations to promote the national flag: (these activations will vary, depending on the venue and the specific target market) These activations will be done in all nine provinces. Q1 = 6 activations Q2 = 6 activations Q3 = 4 activations Q4 = 4 activations
<b>Source of data</b>	Bureau of Heraldry
<b>Means of verification</b>	20 DDG-approved reports on public awareness activations to promote the national flag.
<b>Data limitation</b>	Dependency on external partners
<b>Method of calculation/assessment</b>	Count
<b>Disaggregation of beneficiaries</b>	Not Applicable
<b>Assumptions</b>	That there will be interest and attendance from specific target market.
<b>Spatial transformation</b>	Not Applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	MTSF
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	20
<b>Indicator responsibility</b>	DDG: Heritage Promotion and Preservation



Indicator title	4.4 NUMBER OF FLAGS PROVIDED TO SCHOOLS
<b>Definition/purpose</b>	All schools in South Africa have a responsibility to fly national flags. The purpose of this endeavour is to promote national identity, thereby, advancing nationhood and Social Cohesion. Furthermore, national symbols are part of the school syllabus. The provision of flags in schools compliment the learning area associated with national symbols. In 2005 a project, 'Flag in Every School' was initiated. The first installation took place in 2007. Since then, more than 25 000 flags were installed in schools. From time to time, the Department receive requests to provide flags in schools (first time requests and those whose flags were affected by elements of nature). Hence, the Department continues to procure and provide flags to schools.
<b>List of Projects</b>	Not Applicable
<b>Source of data</b>	Bureau of Heraldry
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Flag provision acknowledgement note signed by school representative.</li> <li>• List of schools (including Province and Municipality).</li> </ul>
<b>Data limitation</b>	Accurate, reliable, and complete data provided by school
<b>Method of calculation/assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Not Applicable
<b>Assumptions</b>	That there is a flagpole in a school.
<b>Spatial transformation</b>	Not Applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	MTSF
<b>MTSF indicator</b>	Yes
<b>Desired performance</b>	100
<b>Indicator responsibility</b>	DDG: Heritage Promotion and Preservation



Indicator title	4.5 NUMBER OF WORKSHOPS HOSTED TO ADVANCE KNOWLEDGE OF NATIONAL SYMBOLS.
<b>Definition/purpose</b>	<p>Citizens should be familiar with the national symbols, their roles and history. The information on national symbol is research, simplified and published in various formats. Furthermore, the information on national symbols is shared with the members of the communities through workshops. The objective of the national symbols workshop is to advance knowledge on national symbols to:</p> <ul style="list-style-type: none"> <li>• promote South African national symbols.</li> <li>• highlight the role of national symbols in expressing our common national identity as people of South Africa</li> <li>• use national symbols to cultivate a patriotic spirit</li> <li>• advance nationhood and social cohesion.</li> </ul> <p>The workshops are presented by the officials of DSAC.</p>
<b>List of Projects</b>	<p>10 Workshops to advance knowledge on National Symbols, including the Flag, undertaken: At least, one workshop per province.:</p>
<b>Source of data</b>	Bureau of Heraldry
<b>Means of verification</b>	Workshop attendance registers or list of attendees (depending on the form of the workshop), DDG-approved Reports on the workshops held
<b>Data limitation</b>	Not Applicable
<b>Method of calculation/assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Not Applicable
<b>Assumptions</b>	Workshop attendance.
<b>Spatial transformation</b>	Not Applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	10
<b>Indicator responsibility</b>	DDG: Heritage Promotion and Preservation



Indicator title	<b>4.6 NUMBER OF HERITAGE LEGACY PROJECTS WHERE EXHIBITION CONTENT IS DEVELOPED.</b>	
<b>Definition/purpose</b>	<p>The Department has a mandate to transform the national heritage landscape of South Africa to be inclusive by developing new monuments and heritage sites to preserve, protect and promote our heritage for current and future generations to remind ourselves where we come from. Although the Department developed several monuments and heritage sites, not enough has been done and the landscape still does not reflect and is still not inclusive of all South Africa's heritage, histories and people and a lot still needs to be done to correct this. Development of exhibition content means the conceptualization, design, research, collection, installation and presentation of objects, information in various forms in newly created museums and equipping these museums with operational tools such as furniture, information technology, etc. whilst they are either under construction or where construction has been finalized. DSAC appoint service providers and monitor the successful content development and equipping process by the service provider against the implementation plan.</p>	
<b>List of projects</b>	<b>PROJECT</b>	<b>DISTRICT</b>
	1. Sarah Baartman Museum content development (4th Q). Multi-year project due for completion in 2023/24.	Sarah Baartman
	2. Winnie Mandela Brandfort House Memorial exhibition content development (4th Q). Multi-year project due for completion in 2022/23.	Lejweleputswa
	3. OR Tambo Garden of Remembrance exhibition content development (4th Q). Multi-year project due for completion in 2022/23.	Alfred Nzo
	N.B. If a specific project cannot take place a project with a similar objective will replace it. This should be initiated through a change management process and be communicated by the unit.	
<b>Source of data</b>	Appointed service providers	
<b>Means of verification</b>	DDG-approved progress reports	
<b>Data limitation</b>	Third party dependency	
<b>Method of calculation/ assessment</b>	Simple Count	
<b>Disaggregation of beneficiaries</b>	Not applicable	
<b>Assumptions</b>	Service providers will achieve targets within the applicable timelines	
<b>Spatial transformation</b>	Not applicable	
<b>Calculation type</b>	Non-Cumulative	
<b>Reporting cycle</b>	Annually	
<b>Indicator type</b>	Quantitative	
<b>New indicator</b>	No	
<b>Links to other plans</b>	No	
<b>MTSF indicator</b>	No	
<b>Desired performance</b>	3	
<b>Indicator responsibility</b>	DDG: Heritage Promotion and Preservation	

<b>Indicator title</b>	<b>4.7 NUMBER OF PROGRESS REPORTS ON RESISTANCE AND LIBERATION HERITAGE ROUTE SITES RECEIVED AND ANALYSED.</b>
<b>Definition/purpose</b>	The Resistance and Liberation Heritage Route is about the recognition of people, communities, icons, places/sites, and the recording of epoch-making stories which had a significant impact on the South Africa's struggle against colonialism and for liberation. The Programme is part of the UNESCO and AU Programme of the African Liberation Heritage Programme "Roads to Independence". The Department together with the Provinces and the National Heritage Council (NHC) are developing RLHR sites, as part of the RLHR to preserve, protect and promote our liberation heritage for current and future generations to remind ourselves what we had to go through for our liberation. DSAC monitors the implementation progress on the liberation heritage route sites through progress reports against implementation plans from the NHC.
<b>List of Projects</b>	Not applicable
<b>Source of data</b>	National Heritage Council
<b>Means of verification</b>	DDG or DG approved annual progress report on the Resistance and Liberation Heritage Route
<b>Data limitation</b>	Third party dependency
<b>Method of calculation/ assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Not applicable
<b>Assumptions</b>	The NHC will provide reports on progress against implementation plans
<b>Spatial transformation</b>	Provincial
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No (revised)
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	2
<b>Indicator responsibility</b>	DDG: Heritage Promotion and Preservation



Indicator Title	4.8 NUMBER OF RECORDS DIGITISED
<b>Definition/Purpose</b>	NARSSA reformat archival records that are on analogue format to digital format for easy online access.
<b>List of Projects</b>	1. 150 Treason Trial Dictabelts 2. 90 TRC Audio Tapes
<b>Source of data</b>	National Film, Video and Sound Archives
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Project report approved by CD or DDG</li> <li>• List of digitised records</li> </ul>
<b>Data limitation</b>	Digitised records can be viewed only on the system of the National Archives
<b>Method of calculation/assessment</b>	Simple Count
<b>Disaggregation of beneficiaries</b>	Not applicable
<b>Assumptions</b>	That the records are in a state/condition that allows digitisation
<b>Spatial transformation</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	No
<b>MTSF indicator</b>	No
<b>Desired performance</b>	240
<b>Indicator responsibility</b>	DDG: Heritage Promotion and Preservation

Indicator title	4.9 NUMBER OF LIBRARIES FINANCIALLY SUPPORTED PER YEAR	
<b>Definition/purpose</b>	<p>The national department coordinates the planning and implementation of the Conditional Grant to promote a culture of reading and writing through access to newly built or modular (customised prefabricated structures) libraries. The national department transfers an allocation to provinces as per the payment schedule.</p> <ul style="list-style-type: none"> <li>• The role of the national department is also to provide oversight over provincial projects through site visits, including the monitoring and evaluation of performance as per the approved provincial business plans.</li> <li>• Provincial departments are primarily responsible for the implementation of all grant projects as per the approved business plans.</li> <li>• The role of the municipalities in this regard is dependent on provincial strategies or policy.</li> </ul>	
<b>List of Projects</b>	<b>PROJECT</b>	<b>DISTRICT</b>
	1. Cookhouse Library	Sarah Baartman: Blue Crane Route local municipality
	2. Nyara Library	Amathole District: Raymond Mhlaba Local Municipality
	3. Van Stadenrus Library	Mangaung Metro: Naledi Local Municipality
	4. Wepener Library	Mangaung Metro: Naledi local municipality
	5. Clarens Modular Library	Thabo Mofutsanyana District: Dihlabeng local Municipality
	6. Zuurbekom Library	Westonaria District: West Rand Municipality
	7. Kocksoord Library	West Rand District:Randfontein Municipality
	8. Mullerstein Library	Sedibeng District: Emfuleni Local municipality
	9. KwaMdakane Library	Amajuba District: Dannhauser Local Municipality
	10. Nquthu Library	Umzinyathi District: Nquthu Local Municipality
	11. Shayamoya Library	Harry Gwala District; Greater Kokstad Local Municipality
	12. Msinga Library	Umzinyathi District:Msinga Local Municipality
	13. Umzumbe Library	Ugu District: Umzumbe Local Municipality
	14. Vleifontein Library	Vhembe District: Makhado Local Municipality
	15. Botshabelo Library	Mopani District: Lephale Local Municipality
	16. Sekhukhune Library	Sekhukhune District: Makhuduthamaga local municipality
	17. Tshaulu library	Vhembe District: Thulamela Local Municipality
	18. Ethandukukhanya Library	Gert Sibande District: Mkhondo Local municipality
	19. KwaMhlanga Library	Nkangala District: Thembisile Hani Local Municipality
	20. Provincial Depot Library	Francis Baard District: Sol Plaatje Municipality
	21. Galeshewe Library	Francis Baard District: Sol Plaatje Local Municipality
	22. Dinokana Library	Ngaka Modiri Molema District: Ramotshere Moiloa Local Municipality
	23. Moshana Modular Library	Ngaka Modiri Molema District: Ramotshere Moiloa Local Municipality



List of Projects	PROJECT	DISTRICT
	24. Wolmaranstad ext 15 Library	Dr Kenneth Kaunda District: Maquassi Hills Local Municipality
	25. Migdol modular library	Dr Ruth Segomotsi Mompoti District: Mamusa local municipality
	26. Manamela Modular Library	Bojanala Platinum District: Moses Kotane local municipality
	27. Uitkyk Modular Library	Bojanala Platinum District: Moses Kotane local municipality
	28. Tlapeng Modular Library	Dr Ruth Segomotsi Mompoti District: Kagisano Molopo Local municipality
	29. Touwsraten Modular Library	Garden Route District: George Local Municipality
<b>Source of data</b>	Provincial Departments responsible sport, arts, and culture	
<b>Means of verification</b>	Payment stubs DDG approved Progress Report	
<b>Data limitation</b>	Not applicable	
<b>Method of calculation/ assessment</b>	Simple Count	
<b>Disaggregation of beneficiaries</b>	Not applicable	
<b>Assumptions</b>	The provinces will construct the libraries.	
<b>Spatial transformation</b>	Not applicable	
<b>Calculation type</b>	Non-Cumulative	
<b>Reporting cycle</b>	Quarterly	
<b>Indicator type</b>	Quantitative	
<b>New indicator</b>	No	
<b>Links to other plans</b>	No	
<b>MTSF indicator</b>	No	
<b>Desired performance</b>	29	
<b>Indicator responsibility</b>	DDG: Heritage Promotion and Preservation	

<b>Indicator title</b>	<b>4.10 NUMBER OF GAZETTE NOTICES ON STANDARDISED GEOGRAPHICAL NAMES PUBLISHED</b>
<b>Definition/purpose</b>	This refers to Gazette notice issued by Government Printers with a list of standardised geographical names, aims to promote transformation of heritage landscape through geographical names standardisation. The DSAC submits approved list of geographical names to the Government Printing Works to publish the Government Gazette on behalf of the DSAC.
<b>List of projects</b>	Drafting and publishing of 3 Government Gazette notices
<b>Source of data</b>	South African Geographical Names Council
<b>Means of verification</b>	List of gazetted names (including Province and Municipality) Government Gazette Notices.
<b>Data limitation</b>	Not Applicable
<b>Method of calculation/assessment</b>	Simple count
<b>Disaggregation of beneficiaries</b>	Not Applicable
<b>Assumptions</b>	Receipt and approval of geographical names from Provincial Geographical Names Committees
<b>Spatial transformation</b>	Not Applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Indicator type</b>	Quantitative
<b>New indicator</b>	No
<b>Links to other plans</b>	ENE
<b>MTSF indicator</b>	No
<b>Desired performance</b>	3
<b>Indicator responsibility</b>	DDG: Heritage Promotion and Preservation





*Inspiring A Nation Of Winners*



## **PART E:**

# **ANNEXURES TO THE ANNUAL PERFORMANCE PLAN**





## ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

Previous outcome linkage	New outcome linkage	Output	Reason for update
A diverse, socially cohesive society with a common national identity	Transformed, capable and professional sport, arts and culture sector	Participation in sport and recreation promoted by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs	Upon review of the 2021/22 Annual Performance Plan, Internal Audit recommended that the indicator should be aligned with enabling outcome "Transformed, capable and professional sport, arts and culture sector". The change will be applicable from 2022/23.

Twelve standardised indicators were published in the 2020-2025 Strategic Plan (pg 106). In 2021 a revised list, of seven indicators was submitted to DPME for implementation from 2022/23.

Initial standardised indicators (2020)	Revised standardised indicators (2022)
<ol style="list-style-type: none"> <li>1. Number of community conversations/dialogues held to foster social interaction</li> <li>2. Number of public awareness activations on the "I am the flag" campaign</li> <li>3. Number of people actively participating in organised sport &amp; active recreation events.</li> <li>4. Number of job opportunities created through arts, culture and heritage programmes.</li> <li>5. Number of practitioners benefiting from capacity building opportunities</li> <li>6. Number of athletes supported by the sport academies</li> <li>7. Number of artists placed in schools per year</li> <li>8. Number of Provincial Resistance and Liberation Heritage Route (RLHR) sites developed and managed</li> <li>9. Number of new libraries built</li> <li>10. Number of schools, hubs and clubs provided with equipment and/or attire as per the established norms and standards.</li> <li>11. Proportion of total budget spend set aside for youth, women and people with disability.</li> <li>12. Clean audit outcomes</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of community conversations/dialogues implemented to foster social interaction per year.</li> <li>2. Number of public awareness activations on the "I am the Flag" campaign.</li> <li>3. Number of libraries established per year.</li> <li>4. Number of public awareness programmes conducted in archives.</li> <li>5. Number of schools, hubs and clubs provided with equipment and/or attire as per the established norms and standards.</li> <li>6. Number of athletes supported by the sports academies.</li> <li>7. Number of learners participating at the district school sport tournaments.</li> </ol>



## ANNEXURE B: CONDITIONAL GRANTS

Name of grant	Purpose	Outcomes and Outputs	Current annual budget		Period of grant
			Province	Allocation R'000	
Mass-Participation and Sport Development Grant	To facilitate sport and active recreation participation and empowerment in partnership with relevant stakeholders	<b>Outcomes</b> Increased and sustained participation in sport and active recreation.  Improved sector capacity to deliver sport and active recreation  <b>Outputs</b> - School sport - Community sport - Siyadlala - Club development - Sports academies - National Training Centre	Eastern Cape	70 879	Grant continues until 2023/24 subject to review
			Free State	41 695	
			Gauteng	102 073	
			KwaZulu-Natal	97 278	
			Limpopo	64 978	
			Mpumalanga	52 236	
			North West	47 434	
			Northern Cape	35 717	
			Western Cape	91 221	
<b>Mass Participation and Sport Development Grant total allocation</b>					<b>R603 511 000,00</b>



Name of grant	Purpose	Outcomes and Outputs	Current annual budget			Period of grant
			Province	Current Allocation R'000	Capital Allocation R'000	
Community Library and Service Grant	To transform urban and rural community library infrastructure, facilities and services (primarily targeting previously disadvantaged communities) through a recapitalised programme at provincial level in support of local government and national initiatives	<p><b>Outcomes</b></p> <p>Improved coordination and collaboration between national, provincial and local government on library services.</p> <p>Improved access to library and information services delivered to all rural and urban communities.</p> <p>Improved library infrastructure and services that meet the specific needs of the communities they serve.</p> <p>Improved staff capacity at urban and rural libraries to respond appropriately to community knowledge and information needs.</p> <p>Improved culture of reading and literacy development.</p> <p><b>Outputs</b></p> <p>Library Information Communication Technology (ICT) infrastructure and systems software installed and maintained in all provinces</p> <ul style="list-style-type: none"> <li>- New services established for the visually impaired at identified community libraries in all provinces</li> <li>- Existing contract library staff maintained in all provinces</li> <li>- Capacity building programmes</li> </ul>	Province	Current Allocation R'000	Capital Allocation R'000	Grant continues until 2023/24 subject to review
			Eastern Cape	141 948	39 221	
			Free State	169 282	14 479	
			Gauteng	162 567	11 532	
			KwaZulu-Natal	106 891	80 000	
			Limpopo	98 322	54 297	
			Mpumalanga	122 888	46 400	
			North West	113 574	39 600	
			Northern Cape	157 831	23 616	
			Western Cape	188 571	1 531	
<b>Community Library and Service Grant total allocation</b>						<b>RI 572 550 000,00</b>

## ANNEXURE C: CONSOLIDATED INDICATORS

### STANDARDISED INDICATORS FOR THE 2022/23 FINANCIAL YEAR

**Provincial institutions within the sport, arts and culture sector:** These are a core set of indicators that have been developed and agreed to by all provincial institutions within the sport, arts and culture sector together with DSAC. The standardised indicators are relevant to achieving our sector-specific priorities and have been approved by the provincial Accounting Officers. They have been incorporated into the provincial institutions' APPs and form the basis of the quarterly and annual performance reporting process.

Institution	Output Indicator	Annual Target	Data source
Provincial departments of sport, arts and culture	<b>P2: Cultural Affairs</b>		Provincial departments of sport, arts and culture
	1. Number of community conversations/dialogues implemented to foster social interaction per year. (DSAC APP 3.11)	56	
	2. Number of public awareness activations on the "I am the Flag" campaign.(DSAC APP 4.3)	20	
	<b>P3: Library and Archives Services</b>		
	3. Number of libraries established per year. (DSAC APP 4.9)	29	
	4. Number of public awareness programmes conducted in archives. (DSAC National Archives)	44	
	<b>P4: Sport and Recreation</b>		
	5. Number of schools, hubs and clubs provided with equipment and/or attire as per the established norms and standards. (DSAC APP 2.6)	2 500	
6. Number of athletes supported by the sports academies. (DSAC APP 2.2)	3 700		
7. Number of learners participating at the district school sport tournaments. (DSAC APP 2.8)	75 000		



**Public Entities within the sport, arts and culture sector:** The following indicators are also relevant to achieving our sector-specific priorities and are implemented through arts, culture and heritage public entities:

Institution	Output Indicator	Data source
Public Entities	<b>HERITAGE</b>	Public Entities
	1. Total number of collections (heritage) items 2. Number of new acquisitions 3. Number of accessioned/archived materials (heritage items) 4. Number of total collection items digitized 5. Number of exhibitions curated	
	<b>DEVELOPMENT AGENCIES</b>	
	6. Number of projects funded 7. Number of projects funded targeting women, youth people with disabilities and marginalized communities 8. Number of content scripts developed per year (NFVF)	
	<b>PERFORMING ARTS</b>	
9. Number of productions staged 10. Number of community-based productions 11. Number of festivals staged 12. Proportion of local content staged		

## ANNEXURE D: DISTRICT DEVELOPMENT MODEL

In his State of the Nation Address (SONA) in Cape Town on 10 February 2022, President Cyril Ramaphosa indicated that “this year, we will continue with the implementation of the District Development Model (DDM). This Model brings all three spheres of government together with other social partners in every district to grow inclusive local economies and improve the lives of citizens. In particular, the DDM facilitates integrated planning and budgeting across spheres of government and improves integration of national projects at a district level.”

### PROGRAMME 2

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
<b>EVENTS</b>						
1.	Move for Health Day	Move for Health Day is an international event created in 2002 by the World Health Organization to promote physical activity. Every year on the 10th of May, member states are encouraged to promote physical activity with national activities.	uMzinyathi 28.5152° S, 30.6200° E	KwaZulu-Natal	Mr Vusimusi Mushwana	loveLife Sport for Social Change Network Department of Health Department of Social Development Local municipality Provincial Department of Sport, Arts and Culture
2.	Indigenous Games Festival	<p>The Indigenous Games Festival is a programme in the Active Recreation Unit, the purpose of which is to encourage increased participation in sport and recreation throughout the country.</p> <p>The overall aim of the Indigenous Games is to promote our country’s cultural diversity, tolerance and to celebrate our rich cultural heritage. Other objectives are, among others, to–</p> <ul style="list-style-type: none"> <li>• contribute to the achievement of the aim of an active nation as articulated in the National Development Plan, the White Paper on Sport and Recreation, and the National Sport and Recreation Plan;</li> <li>• empower human resources through good games administration, education and training, and technical development; and</li> <li>• promote nation building and social cohesion.</li> </ul>	King Cetshwayo 28.6192° S, 31.5370° E	KwaZulu-Natal	Mrs Zodwa Mulaudzi	loveLife Sport for Social Change Network Local municipality National House of Traditional Leaders (NHTL) Provincial Department of Sport, Arts and Culture
3.	Andrew Mlangeni Golf Development Programme	The Andrew Mlangeni Golf Development programme provides a platform for youngsters to access playing golf, coaching and mentoring by qualified coaches and mentors to fast-track their development.	City of Johannesburg Metropolitan 26.2041° S, 28.0473° E	Gauteng	Mr Bethuel Maake	South African Golf Development RSA Golf Andrew Mlangeni Foundation Local municipality



## PROGRAMME 2

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
4.	Ministerial Outreach Programme	The Ministerial Outreach Programme reaches out to the disadvantaged communities to encourage participation in sport and recreation activities. The Outreach programme also seeks to support township, rural and farm areas by providing sport equipment and attire to the community teams and clubs as well as the schools.	Across the country where multipurpose sport facility and MIG funded facilities are handed over to communities	Across the country where multipurpose sport facility and MIG funded facilities are handed over to communities	Mr Rendani Khumela	The Sport Trust CoGTA Provincial Department of Sport, Arts and Culture Local municipalities
5.	Nelson Mandela Sport and Culture Day	Nelson Mandela's birthday, 18 July, was declared as Nelson Mandela International Day in 2009 by the UN General Assembly. In his speech in 2009, Nelson Rolihlahla Mandela said: "We can change the world and make it a better place. It is in your hands to make a difference." At a global level change refers to taking actions towards the attainment and achievement of the Millennium Development and other UN goals such as climate change, inclusive global economic participation, and the Declaration of Commitment on HIV/AIDS.	Ekurhuleni 26.2159° S, 28.1632° E	Gauteng	Mr Bethuel Maake	Nelson Mandela Foundation loveLife Provincial Department of Sport, Arts and Culture NGOs Department of Basic Education Private sector Local municipality
6.	National Recreation Day	On 10 December 2014, Cabinet declared an annual National Recreation Day (NRD) to be celebrated on the first Friday of October. This provides an opportunity to all South Africans to be actively involved by participating in recreation activities that will improve their health and well-being on the day. The day is not a public holiday but a day the country must observe; therefore, a conducive environment must be created in different sectors of society and even in the corporate workplace to promote this day and get employees or individuals in those sectors to do some form of physical activity.  The NRD is therefore a highlight of the I choose 2 B Active Campaign, wherein the country showcases different recreation programmes that can be undertaken by individuals on their own. In terms of the NSRP, the NRD is part of our active recreation programme under the active nation pillar. The first event took place on 2 October 2015 and since then it has been observed annually on the first Friday of October.	Tshwane South District 25.7478° S, 28.1916° E	Gauteng	Ms Nonkosi Mnyanda	loveLife Sport for Social Change Network National government departments Provincial Department of Sport, Arts and Culture Local municipality



## PROGRAMME 2

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
7.	Big Walk	<p>The DSAC is an affiliate member of <b>The Association For International Sport for All (TAFISA)</b>, an international mass-participation organisation operating under the auspices of the United Nations and the International Olympic Committee. TAFISA encourages and lobbies countries to walk by creating advocacy and awareness. In 1999 the organisation declared the first Sunday of October as World Walking Day and the whole of October as World Walking Month.</p> <p>The DSAC is driving a nationwide campaign which is called I Choose 2 B Active. The campaign is a national call seeking to change the psyche of South Africans whereby every individual appreciates the significance of commitment and responsibility to their well-being. It is the umbrella body for the Big Walk and NRD which are hosted annually in all provinces.</p>	Tshwane South District 25.7478° S, 28.1916° E	Gauteng	Ms Nonkosi Mnyanda	loveLife Sport for Social Change Network National government departments Provincial Department of Sport, Arts and Culture Local municipality
8.	National Youth Camp	<p>The National Youth Camp (NYC) is a platform for young people to engage with each other across all barriers of the past such as race, ethnicity, and gender while learning valuable life skills.</p> <p>The NYC is decentralised to provinces with the camps taking place simultaneously in the same way.</p> <p>Only learners who have participated in the Olympiad are eligible to attend the camp.</p>	All provinces – exact venues to be determined during operational planning process	Decentralised to all nine provinces	Ms Mamoruti Monama	loveLife Sport for Social Change Network National Youth Development Agency Local municipalities Department of Basic Education Provincial Department of Sport, Arts and Culture
<b>INFRASTRUCTURE</b>						
9.	Isibhubhu cultural arena	Heritage/history preservation and promotion –Legacy project	Zululand District 27°57'26.4"S 31°31'05.4"E	KwaZulu-Natal	Songezo Petela	DSAC KZN DAC KZN DPW Premier of KZN Zululand District Municipality Nongoma Local Municipality



## PROGRAMME 2

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
10.	Sarah Baartman Centre of Remembrance	Heritage/history preservation and promotion – Legacy project	Sarah Baartman District 33°50' 11.43"S 24°53' 15.80"E	Eastern Cape	Pam Ben-Mazwi	DSAC DPWI Kouga Municipality Khoisan communities Department of Education Eastern Cape Parks and Tourism Department of Sport, Recreation, Arts and Culture South African Heritage Resources Agency
11.	Dr John L Dube Amphitheatre	Heritage/history preservation and promotion – Legacy project	Ethekwini Metro 29°41'50.07"S 30°57'24.72"E	KwaZulu-Natal	Songezo Petela	DSAC KZNDAC Ethekwini Metro Implementing agent
12.	Koukamma LM – Upgrading of Krakeel sports field (Ward 2)	Municipal Infrastructure Grant	Sarah Baartman District 33°48'55.45"S 23°43'28.94"E	Eastern Cape	Songezo Petela	DSAC CoGTA Treasury Sarah Baartman District Municipality Koukamma Local Municipality SALGA Federations
13.	Ngqushwa LM – Rehabilitation of and creation of new sports field	Municipal Infrastructure Grant	Amathole District 33° 11'48.88"S 27°06' 17.74"E	Eastern Cape	Songezo Petela	DSAC CoGTA Treasury Amathole District Municipality Ngqushwa Local Municipality SALGA Federations
14.	Emalahleni LM – Upgrading of Indwe sports field	Municipal Infrastructure Grant	Chris Hani District 31.472982 S 27.345130 E	Eastern Cape	Songezo Petela	DSAC CoGTA Treasury Chris Hani District Municipality Emalahleni Local Municipality SALGA Federations

## PROGRAMME 2

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
15.	Great Kei LM – Construction of a sports field in Komga (Ward 7)	Municipal Infrastructure Grant	Amathole District 32°34'59.94"S 27°53'6.84"E	Eastern Cape	Songezo Petela	DSAC CoGTA Treasury Amathole District Municipality Great Kei Local Municipality SALGA Federations
16.	Masilonyana LM – Construction of netball courts at Winnie Mandela Museum	Municipal Infrastructure Grant	Lejweleputswa District 28.400697 S 26.712441 E (Municipal office location)	Free State	Songezo Petela	DSAC CoGTA Treasury Lejweleputswa District Municipality Masilonyana Local Municipality SALGA Federations
17.	Tokologo LM – Construction of a sports field	Municipal Infrastructure Grant	Lejweleputswa District 28°7'17.53"S 25°30'39.70"E	Free State	Songezo Petela	DSAC CoGTA Treasury Lejweleputswa District Municipality Tokologo Local Municipality SALGA Federations
18.	Mantsopa LM – Construction of a sports field	Municipal Infrastructure Grant	Thabo Mofutsanyana District 28°55'46.87"S 27° 2'41.27"E	Free State	Songezo Petela	DSAC CoGTA Treasury Thabo Mofutsanyana District Municipality Mantsopa Local Municipality SALGA Federations
19.	Merafong LM – Construction of Carletonville sports stadium	Merafong LM – Construction of Carletonville sports stadium	West Rand District 26°21'54.20"S 27°24'27.87" E	Gauteng	Songezo Petela	DSAC CoGTA Treasury West Rand District Municipality Merafong Local Municipality Federations



## PROGRAMME 2

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
20.	Umdoni LM – Additions and repairs to uMzinto sports field (Phase 3)	Municipal Infrastructure Grant	Ugu District 30°39'58.34"S 30°18'11.96" E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury Ugu District Municipality Umdoni Local Municipality SALGA Federations
21.	Kwadukuza LM – Construction of Groutville Market sports field (Ward 10)	Municipal Infrastructure Grant	iLembe District 31°14'58.68"S 29°23'23.91" E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury iLembe District Municipality Kwadukuza Local Municipality SALGA Federations
22.	Ulundi LM – Upgrading of Hluhluwe sports complex	Municipal Infrastructure Grant	ZuluLand District 28°01'8"S 31°16'27.3" E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury Zululand District Municipality Ulundi Local Municipality SALGA Federations
23.	Mthonjaneni LM – Kwesezulu sports field (Ward 7)	Municipal Infrastructure Grant	King Cetshwayo District 29°25'46"S 31°26'23" E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury King Cetshwayo District Municipality Mthonjaneni Local Municipality SALGA Federations
24.	Greater Tzaneen LM – Construction of Leretjeng sports ground (Ward 11)	Municipal Infrastructure Grant	Waterberg District 23.651762 S 27.621796 E	Limpopo	Nthangeni Tshivhase	DSAC CoGTA Treasury Waterberg District Municipality Lephalale Local Municipality SALGA Federations



## PROGRAMME 2

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
25.	Lephalale LM – Contraction of Marapong sports centre (Phase 2)	Municipal Infrastructure Grant	Waterberg District 23.651762 S 27.621796 E	Limpopo	Nthangeni Tshivhase	DSAC CoGTA Treasury Waterberg District Municipality Lephalale Local Municipality SALGA Federations
26.	Polokwane LM – Construction of Polokwane softball stadium	Municipal Infrastructure Grant	Capricorn District 23°55'13.27"S 29°28'03.80"E	Limpopo	Nthangeni Tshivhase	DSAC CoGTA Treasury Capricorn District Municipality Polokwane Local Municipality SALGA Federations
27.	Dr JS Moroka LM – Upgrading of Kameelriver Stadium	Municipal Infrastructure Grant	Nkangala District 25°11'14.65"S 28°53'39.76"E	Limpopo	Nthangeni Tshivhase	DSAC CoGTA Treasury Nkangala District Municipality Dr JS Moroka Local Municipality SALGA Federations
28.	Emthanjani LM – Upgrading of the Nonzwakazi Stadium	Municipal Infrastructure Grant	Pixley Ka Isaka Seme District 30°40'19.99"S 24° 1'27.47"E	Northern Cape	Nthangeni Tshivhase	DSAC CoGTA Treasury Pixley Ka Isaka Seme District Municipality Emthonjeni Local Municipality SALGA Federations



## PROGRAMME 2

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
29.	Umsombomvu LM – Upgrading of Kuyasa sports ground in Colesberg	Municipal Infrastructure Grant	Pixley Ka Isaka Seme District 30°43'47.25"S 25° 5'33.67"E	Northern Cape	Songezo Petela	DSAC CoGTA Treasury Pixley Ka Isaka Seme District Municipality Umsombomvu Local Municipality SALGA Federations
30.	Karoo Hoogland LM – Upgrading of sports facilities in Williston	Municipal Infrastructure Grant	Namakwa District 31°20'25.62"S 22°07'46.6"E	Northern Cape	Songezo Petela	DSAC CoGTA Treasury Namakwa District Municipality Karoo Hoogland Local Municipality SALGA Federations
31.	Kareeberg LM – Upgrading of sports facilities in Carnarvon	Municipal Infrastructure Grant	Pixley Ka Isaka Seme District 30°57'20.9"S 20°54'37.61"E	Northern Cape	Songezo Petela	DSAC CoGTA Treasury Pixley Ka Isaka Seme District Municipality Kareeberg Local Municipality SALGA Federations
32.	Magareng LM – Upgrading of Ikhutseng sports facility (Phase 2)	Municipal Infrastructure Grant	Frances Baard District 28,1264300 S 24,8524656 E	Northern Cape	Songezo Petela	DSAC CoGTA Treasury Frances Baard District Municipality Magareng Local Municipality SALGA Federations

## PROGRAMME 2

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
33.	Mahikeng LM – Upgrading of Mmabatho tennis stadium	Municipal Infrastructure Grant	Ngaka Modiri Molemo District 25°49'56.3"S 25°37'01.9"E	North West	Nthangeni Tshivhase	DSAC CoGTA Treasury Ngaka Modiri Molemo District Municipality Mahikeng Local Municipality SALGA Federations
34.	Oudtshoorn LM – Upgrading of Bongolethu sports ground	Municipal Infrastructure Grant	Garden Route District 33°36'15.03" S 22°14'40.88"E	Western Cape	Nthangeni Tshivhase	DSAC CoGTA Treasury Garden Route District Municipality Oudtshoorn Local Municipality SALGA Federations
35.	Breede Valley LM – Upgrading of De Wet sports ground, upgrading of Rawsonville sports ground	Municipal Infrastructure Grant	Cape Winelands District 33°41'14.39"S; 19°19'4.66"E	Western Cape	Nthangeni Tshivhase	DSAC CoGTA Treasury Cape Winelands District Municipality Breede Valley Local Municipality SALGA Federations
36.	Swartland LM – Upgrading of Darling and Chartsworth sports fields	Municipal Infrastructure Grant	West Coast District 33°32'58"S 18°34'58"E	Western Cape	Nthangeni Tshivhase	DSAC CoGTA Treasury West Coast District Municipality Swartland Local Municipality SALGA Federations



## PROGRAMME 2

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
37.	Hessequa LM – Construction of new cricket and soccer facilities in Heidelberg	Municipal Infrastructure Grant	Garden Route District 34° 5'35.08"S 20°57'44.52"E	Western Cape	Nthangeni Tshivhase	DSAC CoGTA Treasury Garden Route District Municipality Hessequa Local Municipality SALGA Federations
38.	Knysna LM – Construction of sports field and facilities for Bongani (Phase 2)	Municipal Infrastructure Grant	Garden Route District 34° 1'56.60"S 23° 6'10.76"E	Western Cape	Nthangeni Tshivhase	DSAC CoGTA Treasury Garden Route District Municipality Knysna Local Municipality SALGA Federations

*Additional districts are supported as and when requests are received and where resources are available.*





### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
<b>LANGUAGE</b>						
1.	English-isiXhosa medical bilingual dictionary	Development of an English-isiXhosa medical parallel corpus and creation of an English-isiXhosa bilingual dictionary	Makana 33.2415° S, 26.3249° E	Eastern Cape	Mr Tshikani Mabasa Mr Romeo Mohare	Rhodes University
2.	Endangered SA languages application and archive	Development of a digital application to facilitate easy, fun learning of Njuu and Khoekhoegowab languages	Cape Town 33.9577° S, 18.4612° E	Western Cape	Mr Tshikani Mabasa Mr Romeo Mohare	University of Cape Town
3.	Extension of multilingual corpus of code-switched South African speech	Extension of the existing multilingual corpus of code switched South African languages	Stellenbosch 33.9323° S, 18.8587° E	Western Cape	Mr Tshikani Mabasa Mr Romeo Mohare	Stellenbosch University
4.	Python and neural NLP resources for South African languages	Development of open-source python libraries and deep neural network models for 10 of the official languages of South Africa targeting automatic information extraction and language analysis	JB Marks 26.7145° S, 27.0970° E	North West	Mr Tshikani Mabasa Mr Romeo Mohare	North-West University
5.	Applying voice computing technology to language literacy	Creation of a dynamic interface for foundation phase learners that allows them to engage with lesson content in interactive ways, while guaranteeing grammatical and semantically correct multilingual natural language generation	City of Tshwane 25.6051° S, 28.3929° E	Gauteng	Mr Tshikani Mabasa Mr Romeo Mohare	CSIR



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
6.	Digitalising South African Sign Language	Development of an online South African Sign Language dictionary and interpreting system	City of Tshwane 25.6051° S, 28.3929° E	Gauteng	Mr Tshikani Mabasa Mr Romeo Mohare	REAH Sign and Communication Pty Ltd
7.	Language Bursary Project	Award language bursaries to qualifying students at universities	Amatole District Municipality 32° 35842' S, 27° 21' 3616" E Buffalo City (Metro) 32°9344' S, 27°6435 E	Eastern Cape	Mr Tshikani Mabasa Mr Romeo Mohare	University of Fort Hare
8.	Language Bursary Project	Award language bursaries to qualifying students at universities	Vhembe District Municipality -22,748667° N, 29,977734° E	Limpopo	Mr Tshikani Mabasa Mr Romeo Mohare	University of Venda
9.	Language Bursary Project	Award language bursaries to qualifying students at universities	City of Cape Town (Metro) -33,92528° N, 18,42389° E	Western Cape	Mr Tshikani Mabasa Mr Romeo Mohare	University of the Western Cape
10.	Language Bursary Project	Award language bursaries to qualifying students at universities	City of Johannesburg (Metro) 26,201452° N, 28,045488° E	Gauteng	Mr Tshikani Mabasa Mr Romeo Mohare	University of the Witwatersrand

### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
11.	Language Bursary Project	Award language bursaries to qualifying students at universities	Sedibeng District Municipality -26,566088° N, 28,18273° E,  Ngaka Modiri-Molema District Municipality -25,9167° N, 25,8333° E  Kenneth Kaunda District Municipality -26° 49' 59.99S 26°34'59.99 E	North West	Mr Siphon Manganyi Ms Zanele Ndima Dr Zola Peter	North West University
12.	Language Bursary Project	Award language bursaries to qualifying students at universities	Motheo District Municipality and Thabo Mofutsanyane District Municipality 29°07'S, 26°13'E 29.117°S, 26.217°E	Free State	Mr Siphon Manganyi Ms Zanele Ndima Dr Zola Peter	University of the Free State
<b>MARKET ACCESS</b>						
13.	Craft Competition and Awards (virtual exhibition)	A programme that recognises and awards excellence in the craft sector	Mpumalanga, Mbombela 25.4753° S, 30.9694° E	Mpumalanga	Mr Joseph Mathe	Art Aid
14.	South African Music Awards (SAMA)	A programme that recognises and awards excellence in the music industry regardless of genre	Gauteng, Johannesburg Metro 26° 11' 42.8856" S, 28° 2' 2.7168" E	North West	Mr Zwelakhe Mbiba	RISA Record labels Provinces
15.	Moshito Music Market and Exhibition	A platform aimed at exposing South African creativity and products to local and international industry players	Gauteng, Johannesburg Metro 26° 11' 42.8856" S, 28° 2' 2.7168" E	Gauteng	Mr Zwelakhe Mbiba	Musicians Practitioners in the entire value chain of the music industry Gauteng



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
16.	South African Traditional Music Awards: Emerging Talent Search and Awards	A programme that recognises and awards excellence in the traditional music genre	Ehlanzeni district Municipality, Mbombela -25.394597'S, 31.262637'E	Mpumalanga	Mr Zwelakhe Mbiba	Hosting province (Mpumalanga)
17.	National Book Month	National book month promotes literary awareness, exposure of literary products, writing and a culture of reading	Umzinyathi 28.5152°S, 30.6200°E  Capricorn 23.6123° S, 29.2321° E  Ekurhuleni 26.1777° S, 28.3462°E  Emalahleni 25.8728°S, 29.2553°E  OR Tambo 31.4632°S, 29.2321°E  Upington 28.3953° S, 21.2368° E  Fezile Dabi 27.3890°S, 27.7373°E  Mahikeng 25.8560°S, 25.6403° E  Kwalanga 31.6403° S, 28.2132° E	KwaZulu-Natal Limpopo Gauteng Mpumalanga Eastern Cape Northern Cape Free State North West Western Cape	Peter Mashangoane	Province Libraries and reading clubs Entwasakusa Trading and Projects Nwala Writers Club Authors and publishers

### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
18.	Africa Rising International Film Festival (ARIFF)	ARIFF is a Pan African film festival that curates African and South African films	Johannesburg Metro 26.2041° S, 28.0473° E	Gauteng	Tsakani Sithole	ARIFF
19.	Crown Gospel Awards	A programme that recognises and awards excellence in the gospel music genre	EThekweni Metro 29° 52' 59.9988" S 31° 2' 59.9964" E.	KwaZulu-Natal	Zwelakhe Mbiba	Province ( KwaZulu-Natal)
20.	Recognition of author excellence	The South African Literary Awards celebrates author excellence and inspires author creativity	Mafikeng 25.8560° S, 25.6403° E	North West	Peter Mashangoane	Universities Artists Publishers
21.	Design Market Access Partnership Programme with the Small Enterprise Development Agency (SEDA)	Collaboration with SEDA. Signed an MoU with SEDA to collaborate on market access and capacity building programmes. The Department will call for portfolios from designers. The Department will call for quotations to appoint a service provider.	N/A	Takes place on an international platform	Masana Chikeka	SEDA DTIC Department of Small Business Development
22.	Fashion Industry Awards of South Africa (FIASA)	A programme to recognise the fashion creatives across the entire value chain	Johannesburg Metro 26.2041° S, 28.0473° E	Gauteng	Vusi Ngobeni	ASM Consulting, The Fashion Forum
23.	Beautiful Things Craft Exhibition - National & Showcase	A craft exhibition that aims to promote premium South African products locally and internationally	Ehlanzeni Mpumalanga 25.4753° S, 30.9694° E	Mpumalanga	Joseph Mathe	Provincial Departments of Arts and Culture and Economic Development Craft hubs Craft development organisations
24.	Art Bank	A programme of the National Museum that was initiated by DSAC to create an opportunity for emerging young visual artist to have their work acquired into a collection	Mangaung 29.1160° S, 26.2128° E	Free State	Andries Oberholzer	National Museum of Bloemfontein Provincial government of the Free State



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
25.	Kunene and the King (theatre production)	A theatre production by South Africa's prolific icon, Dr John Kani, to be staged in various performing art institutions with masterclasses for skills transfer and audience development	Nelson Mandela Bay Metro 33.9626° S, 25.6215°E Mangaung 29.1160° S, 26.2128° E Johannesburg Metro 26.2017° S, 28.0323° E	Eastern Cape Gauteng Free State	Themba Luthuli	Performing Arts Institutions (PAIs) John Kani Foundation
26.	Venice Biennale	Participation in the Biennale Foundation visual arts exhibition in Venice, Italy. The South African Exhibition is taking place in the space that was secured by the department in 2012 for a period of 20 years. This is the largest international exhibition for visual arts and is providing international exposure to artists whose works are selected to be exhibited by the appointed curator.	N/A	International Platform (Venice , Italy)	Andries Oberholzer	DIRCO, SA Embassy in Rome
27.	Gothenburg Book Fair	Gothenburg Book Fair (GBF) is a literary Festival, one of the largest book fairs in Europe and the most prestigious cultural event in the Nordic countries.	N/A	International Platform (Gothenburg, Sweden)	Ms Cathy Mokoena	National Library of South Africa (NLSA), DIRCO, Embassy in Sweden
<b>CAPACITY BUILDING</b>						
28.	Market Theatre Incubator	Training and skills development programmes implemented by PAIs to move emerging practitioners from semi-professional to professional level to mainstream their creative capacity	Johannesburg Metro 26.2017° S, 28.0323° E	Gauteng	Mr Themba Luthuli	Performing Arts Institutions (PAIs)
29.	State Theatre Incubator	Training and skills development programmes implemented by PAIs to move emerging practitioners from semi-professional to professional level to mainstream their creative capacity	Tshwane Metro 25.7473° S, 28.1942° E	Gauteng	Mr Themba Luthuli	Performing Arts Institutions (PAIs)



## PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
30.	Playhouse Company Incubator	Training and skills development programmes implemented by PAIs to move emerging practitioners from semi-professional to professional level to mainstream their creative capacity	EThekweni Metro 29.859577S, 31.026734E	KwaZulu-Natal	Mr Themba Luthuli	Performing Arts Institutions (PAIs)
31.	PACOFs Incubator	Training and skills development programmes implemented by PAIs to move emerging practitioners from semi-professional to professional level to mainstream their creative capacity	Mangaung Metro 29.1160° S, 26.2128° E	Free State	Mr Themba Luthuli	Performing Arts Institutions (PAIs)
32.	Arts Cape Incubator	Training and skills development programmes implemented by PAIs to move emerging practitioners from semi-professional to professional level to mainstream their creative capacity	City of Cape Town 33.9200° S, 18.4305° E	Western Cape	Mr Themba Luthuli	Performing Arts Institutions (PAIs)
33.	Design Focus Programme	The programme focuses on building capacity for design practitioners to enable them to access markets in the Eastern Cape. The project culminates in a pop-up gallery and exhibition.	OR Tambo Municipality 33.0292° S, 27.8546° E	Eastern Cape	Vusi Ngobeni	DSRAC Eastern Cape Eastern Cape Development Council ECPAC SEDA
34.	Igoda Fashion Incubator	The project focuses on developing capacity in the entire value chain of fashion manufacturing and production	EThekweni Metro 29.8587° S, 31.0218° E	KwaZulu-Natal	Vusi Ngobeni	EDGARS CATHSETA
35.	National Craft Incubator	Incubator programme for the craft sector to capacitate crafters	TBC after call for proposals and appointment of service providers	National programme with participation from all nine provinces	Joseph Mathe	Province and districts in all nine provinces



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
36.	Reading clubs	Support for reading clubs with their literary skills development programmes to enable them to access the necessary markets.	Bojanala, 25.3824° S, 27.3616° E Kimberley 28.7282° S, 24.7499° E Emalahleni 25.8728°S, 29.2553° E Sekhukhune 25.1674°S, 29.3987°E Vhembe 22.7696° S, 29.9741° E Mthatha 31.6067° S, 28.7781° E	North West Northern Cape Mpumalanga Limpopo Eastern Cape	Peter Mashangoane	Province Libraries and reading clubs Entwasakusa Trading and Projects Nwala Writers Club Authors and publishers
37.	Training programme (Amambazo Mobile Academy)	A mobile academy aimed at developing skills in indigenous music (Isicathamiya)	Uthukela 28.6783°S, 29.6035°E Alfred Duma 28.5597°S, 29.7808°E Cape Town 33.9249°S, 18.4241° E Bojanala 25.3824° S, 27.3616° E SOWETO 26.2485° S, 27.8540° E Fezile Dabi 27.3890° S, 27.7373° E Sol Plaatje 28.7553°S, 24.6668°E	KwaZulu-Natal Western Cape North West Gauteng Free State Northern Cape	Cathy Mokoena	Amambazo Musical Productions (Pty) Ltd Municipalities and community-based organisations
38.	INDONI SA	Youth empowerment programme aimed at positive behavioural change using culture as a tool	EThekwin Metro 29.8120° S, 30.8039°E	KwaZulu-Natal	Ms Busi Dlamini	Indoni Foundation



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
39.	DSAC Publishing Hub	The project supports a number of book projects for individual authors and publishers	Not yet available	National participation	Peter Mashangoane	Various authors and publishers
40.	Emerging Creatives Programme	A programme providing education and mentorship, and exhibition platform support for future designers	Cape Town Metro 33.9249° S, 18.4241° E	National participation happening in the Western Cape	Vusi Ngobeni	Cape Town Metro Design Indaba Inter Africa Agency
41.	Eersterust Visual Arts Incubator	A programme to capacitate the youth in visual arts	Tshwane Metro 25.6051° S, 28.3929° E	Gauteng	Sizeka Mabunda	Eersterust Visual Arts School
42.	Sello Maake-Ncube	Performing arts and theatre incubator where young children and youth are taught the skills of performing arts and theatre	Randfontein: Mogale City 25.9880° S, 27.5965°E	Gauteng	Sizeka Mabunda	Sello Maake-Ncube Foundation
43.	Casterbridge Academy	Programmes to capacitate the youth in music	UThukela 28.6783° S, 29.6035° E Alfred Duma 28.5597°S, 29.7808°E Cape Town 33.9249°S, 18.4241° E Bojanala 25.3824° S, 27.3616° E SOWETO 26.2485° S,27.8540° E Fezile Dabi 27.3890° S, 27.7373° E Sol Plaatje 28.7553°S, 24.6668°E	Mpumalanga	Sizeka Mabunda	Casterbridge Music Academy



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
44.	Backstage Academy Project	The Department of Sport, Arts and Culture is supporting the South African Roadies Association (SARA) for the development of the Backstage Academy. This forms part of implementation of the White Paper recommendations that were raised by the sector and subsequently expressed under Chapter 9 “New Policies for Arts, Culture and Heritage” for the development of a National Technical Services Academy. It is coupled with the implementation of the Events Technical Services Sector Strategy recommendations and work streams for Human Capital Development in the sector.	Johannesburg Metro 26.2017° S, 28.0323° E	Gauteng with National Participation	Collen Hlatshwayo	South African Roadies Association (SARA)
45.	Women Writers’ Programme	Workshop in poetry and song writing. Host talks on literature and issues affecting women in society.	Not yet available	Gauteng KwaZulu-Natal Limpopo	Peter Mashangoane	Soweto Theatre Amazulu Trust Artists and arts organisations
46.	Creative and Technology Hub	A programme to skill creatives in design and technology skills. It covers the value chain from conception to distribution.	ZF Mgcawu, -28.45688° S, 21.246153° E Pixley Ka Seme 28.7452° S, 24.7696° E Amathole District 32.5842° S, 27.3616° E, OR Tambo 31.4632° S, 29.2321° E Ehlanzeni - 25.3946° S, 31.2626° E Gert Sibande - 26.5471° S, 29.9741° E. Ekangala 25.9460° S, 29.6035° E	Northern Cape Eastern Cape Mpumalanga	Vusi Ngobeni	Provincial Department of Arts and Culture Districts FP & M SETA Fashion and Craft Hub Mthatha ECPAC NCEDA NC



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
47.	Animation Hub South Africa	Using animated products to guide industrial development in South Africa. Using the genre of animation to foreground new industries, such as machine learning, robotics, drone technologies and 3d printing, which will have a profound influence on manufacturing, design, film-making and aviation among others.	Johannesburg Metro, 26.2041° S, 28.0473° E  Cape Town Metro 33.9249° S, 18.4241° E	Eastern Cape	Sizeka Mabunda	Animation SA
48.	Mandela Bay Theatre Complex Incubator	Training and skills development programmes implemented by PAIs to move emerging practitioners from semi-professional to professional level to mainstream their creative capacity	Nelson Mandela Bay Metro 33.9626° S, 25.6215° E	Gauteng Western Cape	Mr Themba Luthuli	Performing Arts Institutions (PAIs)
49.	Northern Cape Theatre Incubator	Training and skills development programmes implemented by PAIs to move emerging practitioners from semi-professional to professional level to mainstream their creative capacity	Pixly Ka Seme 28.7452° S, 24.7696° E	Northern Cape	Mr Themba Luthuli	Performing Arts Institutions (PAIs)
<b>ARTISTS IN SCHOOLS</b>						
50.	Artists in Schools	Arts practitioners placed in schools to promote and support arts and alleviate capacity constraints in delivery of the creative arts curriculum and education in public schools. The Artists in Schools Project also serves to create job opportunities for arts practitioners.	Amatole 32.5842° S, 27.3616° E, Joe Qcabi - 30.9850° S, 26.9852° E, Nelson Mandela Bay - 33.7452° S, 25.5681° E, Chris Hani - 31.8743° S, 26.7968° E OR Tambo - 31.4632° S, 29.2321° E	Eastern Cape	Mpho Mabule	East London Guild Theatre



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
51.	Artists in Schools	Arts practitioners placed in schools to promote and support arts and alleviate capacity constraints in delivery of the creative arts curriculum and education in public schools. The Artists in Schools Project also serves to create job opportunities for arts practitioners.	Thabo Mofutsanyana - 28.1270° S, 28.2994° E, Motheo - 29.3571° S, 26.6082° E, Mangaung Metro - 29.1303° S, 26.2358° E, Xhariep - 29.4600° S, 25.2838° E, Lejeleputswa - 28.3991° S, 26.2305° E	Free State	Mpho Mabule	Free State Arts and Culture Council
52.	Artists in Schools	Arts practitioners placed in schools to promote and support arts and alleviate capacity constraints in delivery of the creative arts curriculum and education in public schools. The Artists in Schools Project also serves to create job opportunities for arts practitioners.	Ekurhuleni - 26.1777° S, 28.3462° E, West Rand - 26.3214° S, 27.4556° E, Sedibeng - 26.6833° S, 8.2059° E, City of Johannesburg - 26.1704° S, 7.9718° E City of Tshwane - 25.6051° S, 28.3929° E	Gauteng	Mpho Mabule	Sibikwa Arts Centre

### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
53.	Artists in Schools	Arts practitioners placed in schools to promote and support arts and alleviate capacity constraints in delivery of the creative arts curriculum and education in public schools. The Artists in Schools Project also serves to create job opportunities for arts practitioners.	EThekweni 29.8587° S, 31.0218° E, Zululand 27.8872° S, 31.4456° E Ugu -30.6218° S, 30.2513° E King Cetshwayo 28.6192° S, 31.5370° E	KwaZulu-Natal	Mpho Mabule	Wushwini Arts Centre
54.	Artists in Schools	Arts practitioners placed in schools to promote and support arts and alleviate capacity constraints in delivery of the creative arts curriculum and education in public schools. The Artists in Schools Project also serves to create job opportunities for arts practitioners.	Vhembe - 22.7696° S, 29.9741° E Mopani - 23.3089° S, 30.7160° E	Limpopo	Mpho Mabule	TLZ Development Projects
55.	Artists in Schools	Arts practitioners placed in schools to promote and support arts and alleviate capacity constraints in delivery of the creative arts curriculum and education in public schools. The Artists in Schools Project also serves to create job opportunities for arts practitioners.	Ehlanzeni - 25.3946° S, 31.2626° E Gert Sibande - 26.5471° S, 29.9741° E	Mpumalanga	Mpho Mabule	Emthonjeni Rural Development



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
56.	Artists in Schools	Arts practitioners placed in schools to promote and support arts and alleviate capacity constraints in delivery of the creative arts curriculum and education in public schools. The Artists in Schools Project also serves to create job opportunities for arts practitioners.	John Taole -27.2210° S, 23.1918° E Francis Baard - 28.4251° S, 24.3341° E Pixley Ka Seme -30.1787° S, 23.3824° ZF Mgcawu - 28.0445° S, 21.4753° E	Northern Cape	Mpho Mabule	Galeshewe Theatre Organization
57.	Artists in Schools	Arts practitioners placed in schools to promote and support arts and alleviate capacity constraints in delivery of the creative arts curriculum and education in public schools. The Artists in Schools Project also serves to create job opportunities for arts practitioners.	Bojanala - 25.3824° S, 27.3616° E Ngaka Modiri Molema - 26.0282° S, 25.8522° E Dr Ruth Segomotsi Mompati	North West	Mpho Mabule	East London Guild Theatre
58.	Artists in Schools	Arts practitioners placed in schools to promote and support arts and alleviate capacity constraints in delivery of the creative arts curriculum and education in public schools. The Artists in Schools Project also serves to create job opportunities for arts practitioners.	Amatole - 32.5842° S, 27.3616° E, Joe Qcabi - 30.9850° S, 26.9852° E, Nelson Mandela Bay - 33.7452° S, 25.5681° E, Chris Hani 31.8743° S, 6.7968° E OR Tambo - 31.4632° S, 29.2321° E	Western Cape	Mpho Mabule	Free State Arts and Culture Council

### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
<b>PROVINCIAL COMMUNITY ARTS CENTRES DEVELOPMENT PROGRAMMES</b>						
59.	Provincial Community Arts Centres (CACs) development programmes	Community developmental programmes initiated by provinces and financially supported by DSAC and implemented in CACs	Buffalo City, 32.9344° S, 27.6435° E Joe Gqabi, 30.9850° S, 26.9852° E Nelson Mandela Bay, 33.7452° S, 25.5681° E Chris Hani, 1.8743° S, 26.7968° E Amatole 32.5842° S, 27.3616° E , OR Tambo 31.4632° S, 29.2321° E Alfred Nzo 0.5483° S, 28.8597° E Sarah Baartman 34° 0' 52.5024"S, 24° 20' 47.3748"E	Eastern Cape	Susan Selepe	East London Guild Theatre
60.	Provincial Community Arts Centres (CACs) development programmes	Community developmental programmes initiated by provinces and financially supported by DSAC and implemented in CACs	Thabo Mofutsanyana, 28.1270° S, 28.2994° E Motheo, 29.3571°S, 26.6082°E Mangaung Metro, 29.1303° S, 26.2358° E Xhariep, 29.4600° S, 25.2838° E Matjhabeng, 28.0015° S, 26.8910° E Ngwathe 27.3890°S, 27.7373° E Lejeleputswa 28.3991° S, 26.2305° E	Free State	Susan Selepe	Free State Arts and Culture Council



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
61.	Provincial Community Arts Centres (CACs) development programmes	Community developmental programmes initiated by provinces and financially supported by DSAC and implemented in CACs	Ekurhuleni, 26.1777° S, 28.3462° E West Rand, 6.3214° S, 27.4556° E Sedibeng, 6.6833° S, 28.2059° E City of Johannesburg 26.2041° S, 28.0473° E City of Tshwane 25.6051° S, 28.3929° E	Gauteng	Susan Selepe	Provincial Department of Sport, Arts and Culture
62.	Provincial Community Arts Centres (CACs) development programmes	Community developmental programmes initiated by provinces and financially supported by DSAC and implemented in CACs	Ethekwini, 29.8120° S, 30.8039° E  Zululand 27.8872° S, 31.4456° E  Harry Gwala 30.0303° S, 29.6035°  Amajuba 27.8036°S,30.0665° E  iLembe 29°20 S 31°17 E  King Cetshwayo 28.6192° S, 31.5370° E	KwaZulu-Natal	Susan Selepe	Provincial Department of Sport, Arts and Culture



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
63.	Provincial Community Arts Centres (CACs) development programmes	Community developmental programmes initiated by provinces and financially supported by DSAC and implemented in CACs	Ugu 30.6218° S, 30.2513° E uMgungundlovu 29.5101° S, 30.3436° E uMkhanyakude 27.2719° S, 32.5373° E uMzinyathi 28.5152° S, 30.6200° E uThukela 28.6783° S, 29.6035° E Capricorn District, 23.6123° S, 29.2321° E Mopani District, 23.3089° S, 30.7160° E Sekhukhune District, 24.8335° S, 29.9741° E Vhembe District, 22.7696° S, 29.9741° E Waterberg District, 23.9748° S, 28.2994° E	Limpopo	Susan Selepe	Provincial Department of Sport, Arts and Culture
64.	Provincial Community Arts Centres (CACs) development programmes	Community developmental programmes initiated by provinces and financially supported by DSAC and implemented in CACs	Ehlanzeni, 25.3946° S, 31.2626° E Gert Sibande, 26°33 S 29°10 E Ekangala, 25.9460° S, 29.6035° E	Mpumalanga	Susan Selepe	Provincial Department of Sport, Arts and Culture
65.	Provincial Community Arts Centres (CACs) development programmes	Community developmental programmes initiated by provinces and financially supported by DSAC and implemented in CACs	John Taole, 27.2210° S, 23.1918° E Francis Baard, 28.4251° S, 24.3341° E Pixley ka Seme &, 30.1787° S, 23.3824° E ZF Mgcawu, 28.0445° S, 21.4753° E	Northern Cape	Susan Selepe	Provincial Department of Sport, Arts and Culture
66.	Provincial Community Arts Centres (CACs) development programmes	Community developmental programmes initiated by provinces and financially supported by DSAC and implemented in CACs	Dr RS Mompoti 26.6635° S, 24.3341° E Dr K Kaunda 26.8618° S, 26.5138° E Bojanala 25.3824°S,27.3616°E Ngaka Modiri Molema 26.0282° S, 25.8522° E	North West	Susan Selepe	Provincial Department of Sport, Arts and Culture
67.	Provincial Community Arts Centres (CACs) development programmes	Community developmental programmes initiated by provinces and financially supported by DSAC and implemented in CACs	City of Cape Town Metropolitan 33.9249° S, 18.4241° E Cape Winelands District. 33.4221° S, 19.7592° E Central Karoo District. 32.8146° S, 22.2384° E Eden District. 33.7042° S, 22.0476° E Overberg District. 34.4505° S, 19.7592° E West Coast District. 32.2130° S, 18.6176° E	Western Cape	Susan Selepe	Provincial Department of Sports, Arts and Culture



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
<b>YOUTH ENRICHMENT PROGRAMMES</b>						
68.	Arts Education and Training	Programmes that financially support arts, culture and heritage development for the inclusion of youth (including young women). This is done through a targeted Open Call for Proposals from young people to apply for financial support for their arts, culture and heritage sector development projects. The programme is supported to strengthen collaboration with the Department of Basic Education and it is implemented in partnership with various national and provincial departments, government entities/agencies as well as sector organisations/civil society.	TBC – as per selected project proposalsz	TBC – in four provinces as per selected project proposals	Mpho Mabule	Department of Basic Education Provincial departments Sector organisations/civil society
69.	Arts Access (for juveniles rehabilitation)	Programmes that financially support arts, culture and heritage development for the inclusion of youth (including young women) who are in incarceration. This is done through a targeted Open Call for Proposals from young people to apply for financial support for their arts, culture and heritage sector development projects. The programme rehabilitates juvenile offenders through arts, culture and heritage. It is implemented in partnership with various national and provincial departments, government entities/agencies as well as sector organisations/civil society.	TBC – as per selected project proposals	TBC – in three Correctional Services Centres with Juvenile Centres as per selected project proposals	Abram Lekalakala	Department of Correctional Services Provincial departments Sector organisations/civil society



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
70.	Arts Youth Enrichment	Programmes that financially support arts, culture and heritage development for the inclusion of youth (including young women). This is done through targeted projects aimed at youth development. The programme is implemented in partnership with various national and provincial departments, departmental agencies, government entities/agencies, in this case the National Youth Development Agency (NYDA), as well as sector organisations/civil society.	TBC – as per selected project proposals	TBC – as per selected project proposals	Abram Lekalakala Moleleki Ledimo	Government entities Sector youth formations and organisations/civil society groups
71.	The Young Patriots Programme	The Young Patriots Programme (TYPP) is the National Youth Service Programme (NYSP) of DSAC. TYPP is established in line with the National Youth Policy (2020-2030) and recommendations by the 2018/19 Presidential Youth Work Group. The President has endorsed NYSP as part of government's response to youth unemployment alleviation and the nation building programme. The programme is implemented in partnership with various national and provincial departments, government entities/agencies, in this case the National Youth Development Agency (NYDA), as well as community-based organisations and DSAC provincial departments.	TBC – young people will be selected from all nine provinces and their districts	All nine provinces	Abram Lekalakala Moleleki Ledimo	Department of Basic Education DSAC provincial departments NYDA Community-based organisations (CBOs)



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
<b>FLAGSHIPS - PROVINCIAL</b>						
72.	Cape Town Carnival	A multi-disciplinary festival that focuses on the preservation and promotion of the diverse South African Cultures through the presentation of a colourful parade that resembles the identity of the rainbow nation. It takes place around March in Cape Town.	City of Cape Town 33° 55' 7.8996" S 18° 25' 23.8800" E	Western Cape	Ms Nombuso Tshabalala	Cape Town Carnival
73.	Suidoosterfees	A multi-disciplinary festival that focuses on the preservation and promotion of the Afrikaans culture. It takes place in Cape Town.	City of Cape Town 33° 55' 7.8996" S 18° 25' 23.8800" E	Western Cape	Ms Xoliswa Phenya	The Suidoosterfees
74.	Open Book Festival	The project focuses on the literature development and it takes place around December in the City of Johannesburg.	City of Cape Town 33° 55' 7.8996" S 18° 25' 23.8800" E	Western Cape	Ms Cathrine Mokoena	Open Book Festival
75.	Art of legends	Focuses on honouring the legends that made a significant contribution to the Arts, Culture and Heritage Sector in Mpumalanga.	Ehlanzeni 25.4753° S, 30.9694° E	Mpumalanga	Mr Vusi Ngobeni	Malumbi Foundation
76.	Mpumalanga Cultural Experience	A multi-disciplinary festival that focuses on the preservation and promotion of the living heritage of the Free State through food, music and dance as it covers traditional music, Afro-soul, gospel, jazz and theatre as well as African cuisines	Ehlanzeni 25.4753° S, 30.9694° E	Mpumalanga	Mr Dunisani Chabalala	Mpumalanga Department of Culture, Sport and Recreation

### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
77.	The Gig Economy	A multi-disciplinary festival that focuses on the preservation and promotion of the living heritage of the Free State through food, music and dance as it covers traditional music, Afro-soul, gospel, jazz and theatre as well as African cuisines	All three Metros and districts in the province. 26° 11' 42.8856" S 28° 2' 2.7168" E	Gauteng	Ms Nombuso Tshabalala	GPG Sport, Arts, Culture and Recreation
78.	Vaal River Jazz Carnival	A festival that focuses in the promotion of the developmental and established jazz artists of the Gauteng Province. The Festival also features national jazz artists.	Vaal -26.6731, 27.9262	Gauteng	Ms Busi Dlamini	GPG Sport, Arts, Culture and Recreation
79.	HangOuts-	A multi-disciplinary festival that focuses on the preservation and promotion of Cultural and Creative Industry of the Gauteng Province through food, music and dance as it covers traditional music, Afro-soul, gospel, jazz and theatre as well as African cuisines	Kagiso Memorial Centre -26.16657,27.80376	Gauteng	Ms Busi Dlamini	GPG Sport, Arts, Culture and Recreation
80.	The Homebrew Development Programme	A multi-disciplinary festival that focuses on the preservation and promotion of the living heritage of the Free State through food, music and dance as it covers traditional music, Afro-soul, gospel, jazz and theatre as well as African cuisines	Manguang 29° 5' 13.9812" S 26° 9' 17.6328" E	Free State	Ms Nombuso Tshabalala	Free State Arts and Culture Council



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
81.	Mines Cultural Dance Festival	A multi-disciplinary festival that focuses on the preservation and promotion of the living heritage of the mining culture through song and dance within the mining community of the Free State.	Lejweleputswa 28° 0' 16.434" S 26° 46' 23.5776" E	Free State	Mr Allen Mukansi	Free State Arts and Culture Council
82.	Mahika Mahikeng	A multi-disciplinary festival that focuses on different genres of music and dance as it covers traditional music, Afro-soul, gospel and jazz. It takes place in Mafikeng around December.	Ngaka Modiri Molema 25° 51' 21.5208" S 25° 38' 25.116" E.	North West	Mr Dunisani Chabalala	North West Department of Arts, Culture, Sport and Recreation
83.	Taung Calabash	A multi-disciplinary festival that focuses on the preservation and promotion of the living heritage of the North West through food, music and dance as it covers traditional music, Afro-soul, gospel and jazz as well as African cuisines.	Dr Ruth Segomotsi Mompati -27° 31' 34.19" S 24° 47' 4.79" E	North West	Mr Allen Mukansi	North West Department of Arts, Culture, Sport and Recreation
84.	Coastal Cultural Heritage Experience	A multi-disciplinary festival that focuses on the preservation and promotion of the living heritage of KwaZulu-Natal through food, music and dance as it covers traditional music, Afro-soul, gospel and jazz as well as African cuisines	King Cetshwayo -28° 46' 58.84" S 32° 02' 15.65" E	KwaZulu-Natal	Ms Ntombizamambo Mkhize	KZN DAC
85.	Isingqi Sethu	Isingqi Sethu A multi-disciplinary festival that focuses on the preservation and promotion of the living heritage of the Eastern Cape through food, music and dance as it covers traditional music, Afro-soul, gospel and jazz music as well as African cuisines. It takes place in Port St. Johns around December.	OR Tambo District 31° 37' 43.5036" S 29° 32' 12.7356" E	Eastern Cape	Ms Xoliswa Phenya	Mandela Bay Theatre Complex
86.	Provincial Arts and Culture Awards (PACA)	Focuses on honouring the legends that made a significant contribution to the Arts, Culture and Heritage Sector in the Eastern Cape.	Covers all the districts of the province -33° 00' 55.04" S 27° 54' 41.83" E	Eastern Cape	Ms Xoliswa Phenya	Provincial Arts and Culture Awards (PACA)

### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
87.	Kalahari Desert Festival	A multi-disciplinary festival that focuses on the preservation and promotion of the living heritage of the Khoisan people in Northern Cape through music and dance.	Springbok -29° 39' 51.62" S 17° 53' 11.40" E	Northern Cape	Mr Vusi Ngobeni	Kalahari Desert Festival
88.	Kgalagadi Jazz Festival	A festival that focuses in the promotion of the developmental and established jazz artists of the Northern Cape. The Festival also features national jazz artists.	Kgalagadi -25° 00' 0.00" S 22° 00' 0.00" E	Northern Cape	Mr Allen Mukansi	Kgalagadi Jazz Festival
89.	Northern Cape Awards	Focuses on honouring the legends that made a significant contribution to the Arts, Culture and Heritage Sector in the Northern Cape.	Covers all the districts of Northern Cape -28° 43' 56.14" S 24° 45' 44.35" E	Northern Cape	Ms Xoliswa Phenya	Northern Cape Awards
90.	NAMCUFE	To unite all the different Nama clans in one festival and encourage Rural Culturepreneurship through creating and marketing own Nama brands and local cuisine and to established the tripartite NAMAHERO (Nama Heritage Route) with the support of the relevant authorities that will assist in realising the Rural Culturepreneurship and encourage Cultural and Heritage Tourism.	Pella – Northern Cape 29.0341° S, 19.1530° E	Northern Cape	Mr Vusi Ngobeni	NAMCUFE
91.	Marula Festival	A multi-disciplinary festival that focuses on different genres of music and dance as it covers traditional music, Afro-soul, gospel and jazz. It takes place in Baphalaborwa around February to March.	Mopani 23.9424° S, 31.1409° E	Limpopo	Mr Vusi Ngobeni	Limpopo Department of Sport, Arts and Culture and Limpopo Economic Development and Tourism.
92.	Mapungubwe Arts Festival	The project focuses on providing platform for artists within the Limpopo Province. The project is largely music and dance. Artists that are featured do have a provincial appeal and beyond. The projects plays a role in the preservation of the heritage of the Limpopo Province	Limpopo: Polokwane -23.9045, 29.4689  Peter Mokaba Stadium: 23.9248° S, 29.4688°E	Limpopo	Mr Dunisani Chabalala	Limpopo Department of Sport, Arts and Culture and Limpopo Economic Development and Tourism.



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
<b>FLAGSHIPS – NATIONAL</b>						
93.	National Arts Festival	A multidisciplinary project that focuses on all the domains of the Cultural and Creative Industry. It takes place in Makhanda with a programme that starts at the end of June, beginning of July. The festival, which has been running for 48 years, takes place annually.	Covers all the districts in the country though it is based in Sarah Baartman. 33.3106° S, 26.5256° E	Eastern Cape	Dunisani Chabalala	National Arts Festival
94.	Joy of Jazz	A music festival that focuses on local and international jazz. The project has an internal appeal as it attracts audience from around the globe. It takes place in Sandton around September.	City of Johannesburg 26.1076° S, 28.0567° E	Gauteng	Dunisani Chabalala	T Music Man
95.	Moretele Tribute Concert	A music festival that focuses on different genres of music from hip hop, Afro-soul, traditional and gospel to jazz. It takes place in Mamelodi around August.	City of Tshwane 25.7234° S, 28.4222° E	Gauteng	Busi Dlamini	Drakensburg Promotions
96.	Buyel'kaya	A music festival that focuses on different genres of music from hip hop, Afro-soul, traditional and gospel to jazz. It takes place in East London around December.	Buffalo City 33.0292° S, 27.8546° E	Eastern Cape	Xoliswa Phenya	Mbuyambo Cultural Organization



### PROGRAMME 3

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
97.	Ebubeleni	A music festival that focuses on different genres of music from hip hop, Afro-soul, traditional and gospel to jazz. It takes place in Nelson Mandela Bay around December.	Nelson Mandela Bay 33° 44' 42.868" S 25° 34' 5.19" E	Eastern Cape	Xoliswa Phenya	Mahambehla Communications
98.	We Can Arts Festival	A musical production that features a cast of people living with disabilities in Kwazulu-Natal. The programme runs from October to December.	eThekweni 29.8587° S, 31.0218° E	Kwazulu-Natal	Cathrine Mokoena	Outrage Concepts
99.	Cape Town International Jazz Festival	A high level LSM Jazz music festival with National and International Festival. It features top artists within South Africa and beyond the borders.	City of Cape Town 33° 55' 7.8996" S 18° 25' 23.8800" E	Western Cape	Mr Dunisani Chabalala	EspAfrika; City of Cape Town
100.	Johannesburg Comedy festival	This international comedy festival provides a platform that showcases stand-up comedians from within the country as well as international acts.	City of Johannesburg 26.1076° S, 28.0567° E	Gauteng	Ms Xoliswa Phenya	Johannesburg International Comedy Festival (PTY Ltd)
101.	Abantu Book Festival	This is a festival that is fast growing to be a contender in the literature calendar. Abantu Book Festival is hosted in Soweto, and has been marked key-note addresses by the world renowned authors such as Mona Eltahawy; Chimamanda Ngozi Adichie; and others. The festival also hosts a Book Shop at which the audience can purchase literature immediately.	Johannesburg: SOWETO 26.2485° S, 27.8540° E	Gauteng	Ms Xoliswa Phenya	Abantu Book Festival (PTY) Ltd



## PROGRAMME 4

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
<b>GEOGRAPHICAL NAMES</b>						
1.	South African Geographical Names Council	Geographical Names Standardisation	All 52 districts	All nine provinces	Names submitted by Provincial Geographical Names Committees from all nine provinces	Provincial Geographical Names Committees District municipalities
<b>COMMEMORATIONS</b>						
2.	Isandlwana Heritage Interpretative Centre	A feasibility study will be conducted to give guidance on the development of the Interpretative Centre which will commemorate the Battle of Isandlwana	Umzinyathi 28°21' 32" S 30°39' 9" E	KwaZulu-Natal	Mr Msa Khumalo	Umzinyathi Municipality KZNDAC Amafa Heritage Institute
3.	Unveiling of the Bambatha statue	The Bambatha statue has been completed, the DSAC is in consultation with the Zondi royal family to agree on a date to unveil the statue	Umzinyathi 29,06448° N, 30,5887°E	KwaZulu-Natal	Mr Msa Khumalo	uMvoti Municipality Zondi family KZNDAC
4.	Archie Gumede statue	The installation of a statue in eThekweni Municipality	Ethekweni 29.8586° S, 31.0262° E	KwaZulu-Natal	Mr Msa Khumalo	eThekweni Municipality Amafa Heritage Institute
5.	Samora Machel Museum	Samora Machel Monument and Museum – Feasibility study	Enhlanzeni 25,9161° N, 31,9552° E	Mpumalanga	Mr Msa Khumalo	DPWI Freedom Park Barberton Museum
6.	Content development for the Winnie-Madikizela Mandela Museum	The development and installation of the Ms Winnie Madikizela-Mandela memorial exhibition.	Lejweleputswa District -28.6853717 26. 4607674	Free State	Mr Jimmy Chauke	DSAC FS Department of Sport, Arts, Culture and Recreation Winnie Madikizela-Mandela Foundation
7.	Operationalisation of the Ingquza Hill Memorial	Exhibition development and installation, appointment of ad hoc staff, and running of day-to-day operations of the centre for a period of one year before it is transferred to the Eastern Cape.	OR Tambo -31.261697 29.696660	Eastern Cape	Mr Jimmy Chauke	DSAC Albany Museum EC Department of Sport, Recreation, Arts and Culture OR Tambo District

## PROGRAMME 4

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
8.	Acquisition of the exhibition content for the newly built OR Tambo Library (with the interpretation space inside)	Procurement and installation of the newly built library's exhibition content, ICT equipment and indoor and outdoor visual art. Borehole, landscaping and construction of the rainwater harvesting system at Kantolo village, Mbizana.	Alfred Nzo 30° 45'25"S 29° 43'28.9"E	Eastern Cape	Mr Jimmy Chauke	Winnie Madikizela-Mandela Local Municipality OR and A Tambo Foundation
9.	Construction of Chief Tyali statue	Construction of statue of Chief Tyali	Amatole District Municipality 32.7859° S, 26.8459° E	Eastern Cape	Mr Raditshaba Mahasha	DSAC Imingcngathelo royal household Fort Hare
10.	Museum planner for Sarah Baartman Centre of Remembrance (SBCR)	Content development for the SBCR	Sarah Baartman District 33.8308° S, 24.8627° E	Eastern Cape	Ms Alicia Monis	DPWI Hankey community SAHRA
11.	Victor Verster Prison House	The operationalisation of the Victor Verster Prison House	Drakenstein 33.8453° S, 19.0119° E	Western Cape	Ms Alicia Monis	Western Cape NHC SAHRA Iziko Museums
12.	Thabo Mbeki Presidential Library	Development of the Thabo Mbeki Presidential Library	Johannesburg Metro	Gauteng	Ms Mamo Seliane	Johannesburg City Thabo Mbeki Foundation
13.	Resistance and Liberation Heritage Route	Development of the 22 Provincial Resistance and Liberation Heritage Route Sites	22 Provincial sites	In all the provinces	Ms Mamo Seliane	Provincial Departments of Arts and Culture DPWI Department of Transport Department of Tourism SAHRA NHC



## PROGRAMME 4

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
<b>NATIONAL SYMBOLS</b>						
14.	National Flag	<p>(i) Provision of flags to schools to replace worn out flags due to natural elements such as sun, rain and wind.</p> <p>(ii) Hosting of workshops to advance knowledge of national symbols. These workshops are hosted in schools and public venues to cover both the school market and the general public.</p> <p>(iii) Execution of “I am the Flag Campaign” at public spaces, including taxi ranks and shopping malls.</p>	Waterberg and Mopani 23.3089° S, 30.7160° E	Limpopo	Mr Themba Mabaso	Limpopo provincial government
<b>INFRASTRUCTURE</b>						
15.	Cookhouse Library	Community Library Services Grant – Construction of a new library facility	Sarah Baartman District: Blue Crane Route local municipality	Eastern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture
16.	Nyara Library	Community Library Services Grant – Construction of a new library facility	Amathole District: Raymond Mhlaba Local Municipality	Eastern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture
17.	Van Stadenrus Library	Community Library Services Grant – Construction of a new library facility	Mangaung Metro: Naledi Local Municipality	Free State	Rose Phasha	Provincial Department of Sport, Arts and Culture
18.	Wepener Library	Community Library Services Grant – Construction of a new library facility	Mangaung Metro: Naledi local municipality	Free State	Rose Phasha	Provincial Department of Sport, Arts and Culture
19.	Clarens Modular Library	Community Library Services Grant – Construction of a new library facility	Thabo Mofutsanyana District: Dihlabeng local Municipality	Free State	Rose Phasha	Provincial Department of Sport, Arts and Culture
20.	Zuurbekom Library	Community Library Services Grant – Construction of a new library facility	Westonaria District: West Rand Municipality	Gauteng	Rose Phasha	Provincial Department of Sport, Arts and Culture
21.	Kocksoord Library	Community Library Services Grant – Construction of a new library facility	West Rand District: Randfontein Municipality	Gauteng	Rose Phasha	Provincial Department of Sport, Arts and Culture
22.	Mullerstuine Library	Community Library Services Grant – Construction of a new library facility	Sedibeng District: Emfuleni Local Municipality	Free State	Rose Phasha	Provincial Department of Sport, Arts and Culture

## PROGRAMME 4

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
23.	KwaMdakane Library	Community Library Services Grant – Construction of a new library facility	Amajuba District: Dannhauser Local Municipality	KwaZulu-Natal	Rose Phasha	Provincial Department of Sport, Arts and Culture
24.	Nquthu Library	Community Library Services Grant – Construction of a new library facility	Umzinyathi District: Nquthu Local Municipality	KwaZulu-Natal	Rose Phasha	Provincial Department of Sport, Arts and Culture
25.	Shayamoya Library	Community Library Services Grant – Construction of a new library facility	Harry Gwala District: Greater Kokstad Local Municipality	KwaZulu-Natal	Rose Phasha	Provincial Department of Sport, Arts and Culture
26.	Msinga Library	Community Library Services Grant – Construction of a new library facility	Umzinyathi District: Msinga Local Municipality	KwaZulu-Natal	Rose Phasha	Provincial Department of Sport, Arts and Culture
27.	Umzumbe Library	Community Library Services Grant – Construction of a new library facility	Ugu District: Umzumbe Local Municipality	KwaZulu-Natal	Rose Phasha	Provincial Department of Sport, Arts and Culture
28.	Vleifontein Library	Community Library Services Grant – Construction of a new library facility	Vhembe District: Makhado Local Municipality	Limpopo	Rose Phasha	Provincial Department of Sport, Arts and Culture
29.	Botshabelo Library	Community Library Services Grant – Construction of a new library facility	Mopani District: Lephalale Local Municipality	Limpopo	Rose Phasha	Provincial Department of Sport, Arts and Culture
30.	Sekhukhune Library	Community Library Services Grant – Construction of a new library facility	Sekhukhune District: Makhuduthamaga Local Municipality	Limpopo	Rose Phasha	Provincial Department of Sport, Arts and Culture
31.	Tshaulu library	Community Library Services Grant – Construction of a new library facility	Vhembe District: Thulamela Local Municipality	Limpopo	Rose Phasha	Provincial Department of Sport, Arts and Culture
32.	Ethandukukhanya Library	Community Library Services Grant – Construction of a new library facility	Gert Sibande District: Mkhondo Local municipality	Mpumalanga	Rose Phasha	Provincial Department of Sport, Arts and Culture
33.	KwaMhlanga Library	Community Library Services Grant – Construction of a new library facility	Nkangala District Thembisile Hani Local Municipality	Mpumalanga	Rose Phasha	Provincial Department of Sport, Arts and Culture
34.	Provincial Depot Library	Community Library Services Grant – Construction of a new library facility	Francis Baard District: Sol Plaatje Local Municipality	Northern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture



## PROGRAMME 4

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
35.	Galeshewe Library	Community Library Services Grant – Construction of a new library facility	Francis Baard District: Sol Plaatje Local Municipality	Northern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture
36.	Dinokana Library	Community Library Services Grant – Construction of a new library facility	Ngaka Modiri Molema District: Ramotshere Moiloa Local Municipality	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture
37.	Moshana Modular Library	Community Library Services Grant – Construction of a new library facility	Ngaka Modiri Molema District: Ramotshere Moiloa Local Municipality	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture
38.	Wolmaransstad ext. 15 Library	Community Library Services Grant – Construction of a new library facility	Dr Kenneth Kaunda District: Maquassi Hills Local Municipality	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture
39.	Migdol Modular Library	Community Library Services Grant – Construction of a new library facility	Dr Ruth Segomotsi Mompati District: Mamusa Local Municipality	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture
40.	Manamela Modular Library	Community Library Services Grant – Construction of a new library facility	Bojanala Platinum District Moses Kotane Local Municipality	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture
41.	Uitkyk Modular Library	Community Library Services Grant – Construction of a new library facility	Bojanala Platinum District: Moses Kotane Local Municipality	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture
42.	Tlapeng Modular Library	Community Library Services Grant – Construction of a new library facility	Dr Ruth Segomotsi Mompati District: Kagisano Molopo Local Municipality	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture
43.	Touwsrante Modular Library	Community Library Services Grant – Construction of a new library facility	Garden Route District: George Local Municipality	Western Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture
44.	Colchester Library	Community Library Services Grant – Construction of a new library facility	Nelson Mandela Bay Metro 25.741449, 28.189774.	Eastern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture

## PROGRAMME 4

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
45.	Kuyga Library	Upgrade of an existing library structure	Nelson Mandela Bay Metro 33.9232° S, 25.4443° E	Eastern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture
46.	Mdantsane Library	Upgrade of an existing library structure	Buffalo City Metro Municipality 32.9552° S, 27.6943° E	Eastern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture
47.	Jeffreys Bay Library	Upgrade of an existing library structure	Sarah Baartman District: Kouga Local Municipality 24° 1' 59.9988" S 24° 55' 0.0048" E.	Eastern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture
48.	Fort Beaufort Library	Maintenance of an existing library structure	Amathole District: Raymond Mhlaba Local Municipality 25.741449, 28.189774.	Eastern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture
49.	Soncini Library	Maintenance of an existing library structure	Ekurhuleni Metro Municipality 26.2230° S, 28.2965° E	Gauteng	Rose Phasha	Provincial Department of Sport, Arts and Culture
50.	Kagiso Proper Library	Maintenance of an existing library structure	West Rand District Municipality: Mogale City Municipality 27.787177. 26.162998.	Gauteng	Rose Phasha	Provincial Department of Sport, Arts and Culture
51.	Utrecht Library	Upgrade of an existing library structure	Amajuba District: EMadlangeni Local Municipality 52.0852° N, 5.1757° E	KwaZulu-Natal	Rose Phasha	Provincial Department of Sport, Arts and Culture
52.	UMzimkhulu Library	Upgrade of an existing library structure	Harry Gwala District: UMzimkhulu Local Municipality 30.2634° S, 29.9396° E	KwaZulu-Natal	Rose Phasha	Provincial Department of Sport, Arts and Culture
53.	Eldarado Library	Upgrade of an existing library structure	Capricorn District Municipality: Blouberg 26.2943° S, 27.9209° E	Limpopo	Rose Phasha	Provincial Department of Sport, Arts and Culture
54.	Mutale Library	Maintenance of an existing library structure	Vhembe District: Mutale Local Municipality 22.67273 30.52782	Limpopo	Rose Phasha	Provincial Department of Sport, Arts and Culture



#### PROGRAMME 4

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
55.	Grobblersdal Library	Maintenance of an existing library structure	Sekhukhune District: Elias Motsoaledi Local Municipality 25.163506 29.394640 .	Limpopo	Rose Phasha	Provincial Department of Sport, Arts and Culture
56.	Ga Phaahla Library	Maintenance of an existing library structure	Sekhukhune District: Makhuduthamaga Local Municipality 25.741449, 28.189774.	Limpopo	Rose Phasha	Provincial Department of Sport, Arts and Culture
57.	Orighstad Library	Maintenance of an existing library structure	Sekhukhune: Greater Tubatse Local Municipality 26.187284° 29.107376	Limpopo	Rose Phasha	Provincial Department of Sport, Arts and Culture
58.	Marble Hall Library	Maintenance of an existing library structure	Sekhukhune District Ephraim Mogale Local Municipality 24.9685° S, 29.2933° E	Limpopo	Rose Phasha	Provincial Department of Sport, Arts and Culture
59.	Maphalle Library	Maintenance of an existing library structure	Mopani District: Greater Letaba Local Municipality 23.46849, 30.31037	Limpopo	Rose Phasha	Provincial Department of Sport, Arts and Culture
60.	Cassim Park Library	Upgrade of an existing library structure	Gert Sibande: Msukaligwa Local Municipality 25.741449, 28.189774.	Mpumalanga	Rose Phasha	Provincial Department of Sport, Arts and Culture
61.	Maphotla Library	Maintenance of an existing library structure	Nkangala: Dr JS Moroka Local Municipality 5.1312587179. 28.9728376923	Mpumalanga	Rose Phasha	Provincial Department of Sport, Arts and Culture
62.	Libangeni Library	Maintenance of an existing library structure	Nkangala: Dr JS Moroka Local Municipality 25.1543° S, 28.8583° E	Mpumalanga	Rose Phasha	Provincial Department of Sport, Arts and Culture
63.	Secunda Library	Maintenance of an existing library structure	Gert Sibande: Govan Mbeki Local Municipality -25.741449, 28.189774.	Mpumalanga	Rose Phasha	Provincial Department of Sport, Arts and Culture
64.	Grootvlei Library	Maintenance of an existing library structure	Nkangala: Victor Khanye Local Municipality 25.741449, 28.189774.	Mpumalanga	Rose Phasha	Provincial Department of Sport, Arts and Culture



## PROGRAMME 4

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
65.	Emjidini Library	Maintenance of an existing library structure	Gert Sibande: Govan Mbeki Local Municipality 23°44'6.00"S. 29° 3'4.79"E. -23,735. 29,05133.	Mpumalanga	Rose Phasha	Provincial Department of Sport, Arts and Culture
66.	Simile Library	Maintenance of an existing library structure	Ehlanzeni: Nkomazi Local Municipality 28.222500 30.672333.	Mpumalanga	Rose Phasha	Provincial Department of Sport, Arts and Culture
67.	Richmond Library	Upgrade of an existing library structure	Pixley ka Seme District Municipality: Ubuntu Local Municipality 51.4623° N, 0.3039° W	Northern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture
68.	Hartswater Library	Upgrade of an existing library	Frances Baard District: Phokwane Local Municipality 25.741449, 28.189774.	Northern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture
69.	Homevale Library	Maintenance of an existing library structure	Frances Baard District: Sol Plaatje Local municipality 28.11056. 24.84921.	Northern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture
70.	Ritchie Library	Maintenance of an existing library structure	Frances Baard District: Sol Plaatje Local Municipality 39.2093° N, 81.0479° W	Northern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture
71.	Churchill Library	Maintenance of an existing library structure	John Taolo Gaetsewe District: Joe Morolong Local Municipality 38.3133° S, 146.4223° E	Northern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture
72.	Caroulesberg Library	Maintenance of an existing library structure	Namakwa District: Nama Khoi Local Municipality 26.187284° 29.107376°	Northern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture
73.	Rooiwal Library	Maintenance of an existing library structure	Namakwa District. Nama Khoi Local Municipality 25.54258, 28.22253.	Northern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture
74.	Ganyesa Library	Upgrade of an existing library	Dr Ruth Segomotsi Mompati District: Kagisano Molopo Local Municipality 26.59315, ,24.17209.	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture
75.	Mabeskraal Library	Upgrade of an existing library	Bojanala District: Moses Kotane Local Municipality 25.21751, 26.81882	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture



#### PROGRAMME 4

No.	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
76.	Morokweng Library	Maintenance of an existing library structure	Dr Ruth Segomotsi Mompati District: Kagisano Molopo Local Municipality 3°44'6.00"S. 29° 3'4.79"E. -23,735. 29,05133.	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture
77.	Rekgarathile Library	Maintenance of an existing library structure	Dr Ruth Segomotsi Mompati District Municipality: Naledi Local Municipality -25.741449, 28.189774.	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture
78.	Vryburg Library	Maintenance of an existing library structure	Dr Ruth Segomotsi Mompati District Municipality: Naledi Local Municipality 26.958405, 24.729860.	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture
79.	Huhudi Library	Maintenance of an existing library structure	Dr Ruth Segomotsi Mompati District Municipality: Naledi Local Municipality 26.9749° S, 24.7398° E	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture
80.	Ganalaagte Library	Maintenance of an existing library structure	Ngaka Modiri Molema District Municipality: Tswaing Local Municipality 26.4660° S, 25.5296° E	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture
81.	Delareyville Library	Maintenance of an existing library structure	Ngaka Modiri Molema District Municipality: Tswaing Local Municipality 26.6852° S, 25.4571° E	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture
82.	Khunwana Library	Maintenance of an existing library structure	Ngaka Modiri Molema District Municipality: Tswaing Local Municipality 26.3667° S, 25.3333° E	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture
83.	Bojanala District Library	Maintenance of an existing library structure	Bojanala District Municipality: Rustenburg Local Municipality 25.6604° S, 27.2312° E	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture

## ANNEXURE E: OUTCOME-OUTPUT LINKAGES

<b>Government Priority</b>	ECONOMIC TRANSFORMATION AND JOB CREATION A BETTER AFRICA AND WORLD			
<b>DSAC Outcome</b>	INCREASED MARKET SHARE OF AND JOB OPPORTUNITIES CREATED IN SPORT, CULTURAL AND CREATIVE INDUSTRIES			
<b>Intervention</b>	ENABLING FRAMEWORK/ WELL RESEARCHED, REGULATED AND FUNDED SAC SECTOR	SUPPORT A RANGE OF CULTURAL AND CREATIVE SECTOR INITIATIVES TO PROMOTE THE DIVERSE CREATIVE INDUSTRIES	EXPANSION IN NEW AND TRADITIONAL CREATIVE INDUSTRY MARKETS, CULTURAL DIVERSITY AND HERITAGE	INCREASED ECONOMIC PARTICIPATION BY HISTORICALLY DISADVANTAGED GROUPS
<b>Outputs</b>	Research Intellectual property development Integrated funding model CCI Master plan	Films and documentaries Flagship, cultural and sport events Emerging creatives programme Visual artists - Art Bank acquisitions National orchestra Mzansi Golden Economy Public Art	Market access programmes Touring ventures Multilateral engagements Bilateral engagements	Job creation Targeted procurement spend



<b>Government Priority</b>	SOCIAL COHESION AND SAFE COMMUNITIES		
<b>DSAC Outcome</b>	A DIVERSE, SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY		
<b>Intervention</b>	INCREASE AWARENESS OF CHARTER OF POSITIVE VALUES AND NATIONAL SYMBOLS	EQUALISING OPPORTUNITIES, INCLUSION AND REDRESS	INCREASE INTERACTION ACROSS SPACE, RACE AND CLASS (BY FACILITATING OPPORTUNITIES FOR PEOPLE TO SHARE SPACE AND EXPERIENCE)
<b>Outputs</b>	Moral Regeneration Movement National identity National symbols I am the Flag Campaign	Transformation in sport and recreation Target groups Social compact Gender-Based Violence and Femicide initiatives Living Human Treasures publications Transformed and standardised geographical names	National days Arts and Social Development Programmes Community and school SAC programmes Participation in sport and recreation Advocacy platforms on social cohesion Community conversations Provincial Community Arts Development Programmes Youth-focused arts development programmes Sport and recreation promotion campaigns and events International Cultural Seasons Africa Month Izimbizo



<b>Government Priority</b>	EDUCATION, SKILLS AND HEALTH			
<b>DSAC Outcome</b>	TRANSFORMED, CAPABLE AND PROFESSIONAL SPORT, ARTS AND CULTURE SECTOR			
<b>Intervention</b>	INCREASE AWARENESS OF SAC OFFERINGS AND OPPORTUNITIES	CAPACITY BUILDING IN SAC SECTOR	SAC PRACTITIONERS ACHIEVE SUCCESS AT INTERNATIONAL EVENTS	CAPACITATE, ORGANISE AND PROFESSIONALISE THE SAC SECTOR
<b>Outputs</b>	SAC promotional campaigns	Artists placed in schools Practitioners supported through the SAC academies, COEs and incubators Bursaries Capacity building projects Induction of newly appointed public entity council members	High performance athletes supported Talented athletes developed Scientific support services Government support to anti-doping agencies Recognising achievements in SAC	COVID-19 relief applications National federations supported Sector support Provision of sports equipment and attire

<b>Government Priority</b>	SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT		
<b>DSAC Outcome</b>	INTEGRATED AND ACCESSIBLE SAC INFRASTRUCTURE AND INFORMATION		
<b>Intervention</b>	ACCESS TO INFORMATION	SAC INFRASTRUCTURE PROGRAMME	MULTIPURPOSE SAC HUBS AND/OR PRECINCTS
<b>Outputs</b>	Official languages promoted and developed Records digitised Libraries National Archives Human Language Technology projects Language Terminology development Archives Awareness Week Indigenous Knowledge Systems	National heritage legacy facilities Resistance and Liberation Heritage Route sites Sports infrastructure projects Outdoor gyms and playparks	Multipurpose SAC hubs



<b>Government Priority</b>	A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE				
<b>DSAC Outcome</b>	COMPLIANT AND RESPONSIVE GOVERNANCE				
<b>Intervention</b>	PERFORMANCE AND FINANCIAL OVERSIGHT	CAPACITATED HUMAN RESOURCES	INTEGRATED STAKEHOLDER MANAGEMENT	STRENGTHEN PUBLIC ENTITY OVERSIGHT MECHANISMS	SERVICE DELIVERY
<b>Outputs</b>	Planning: Strategic Plan, Annual Performance Plan, MTEF, ENE Reporting: monthly, quarterly and annual In-Year Monitoring Reports Irregular, unauthorised and fruitless and wasteful expenditure Audit outcome Audit Charters Audit Plans Asset Management Annual Strategic Risk Assessment DSAC Project Risk Assessments Enterprise Risk Management Policies Financial disclosures	Workplace Skills Plan Internship programme/ uptake Human Resource Planning Recruitment and Selection Conditions of service Vacancy rate Employment equity Consequence management Diversity and transformation strategy Employee Wellness Programme Health and Productivity Programme Performance assessments Employee training programmes	Cluster coordination Intergovernmental forums: MINMEC; TIC; CEOs MOU between three spheres of government Integrated policy framework Litigation reports SCM contract commitment registers Portfolio and Select Committees liaison	Declaration of the PE Opera House Shareholders compacts Fully constituted councils/ boards of public entities Oversight visits to public entities Amalgamation of entities Assistance to public entities – SP; APP; AR; ENE; procurement plans	Valid Invoices paid within 30 days Service Delivery Improvement Plan Citizens satisfaction index Systems modernised Call centre system SAGN system Security policy Procurement plan





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