

Department of Sport, Arts and Culture Northern Cape

Strategic Plan for 2020 – 2025

March 2020



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Executive Authority Statement

It is with great pleasure that I invite you to journey with me by engaging constructively in our envisage plan for 2020-2025.

This Strategic Plan is intended to be ground breaking, taking from the posture of the sixth administration vision of "Building a Modern growing and successful Province". It will therefore not be business as usual as we have carefully analysed our progress, achievement, challenges and strengths from the 2014-2019 and benchmarked our plans realistically to accommodate the new imperatives for our sector. We are guided consciously by the Presidents directive that our department must respond to his seven priority areas in a practical and meaningful manner. We must be realistic of the economic challenges our Country and Province face and therefore will plan albeit the eminent 5% envisaged budget cuts by cutting our garments according to the size of our cloth in a SMART manner without compromising service delivery.

In essence we remain true and committed to our task to respond to our strategic plan, challenges of poverty, unemployment and inequality by jerking up our plans within our sector through innovative mechanisms, thinking out of the box encouraging new innovations like the 4IR opportunities.

Our President calls upon the sector to respond to priority 5 in terms of "creating safer communities and social cohesion". We will therefore refine our outcomes in the NDP 2030 vision to be responsive of this expectation. Our Strategic Plan for 2020-2025 will therefore ensure that as lead agent of Outcome 14 we mobilise the sector, our implementation and service delivery partners and the private sector into a formidable social compact contract to deliver on our promises. Our Premier also gave a directive for our sector to respond to enabling the Province to respond to internet connectivity therefore our Library sector will ensure access by providing free WIFI connectivity. We will also strive to develop an action plan towards the Province achieving a PSL Soccer clubs status in partnership with the football fraternity.

We also take heed of the strategic direction to deliver service in a district base service delivery model, thus require that we recognise the critical importance of spatial development and integrated planning.

Our plans must be informed by communities and respond to needs of communities. We will therefore demonstrate in our plans at activity level how we are reaching all communities throughout this tenure by customising our plans to Districts. We will also pay greater attention to target youth, women and people with disabilities in an attempt to achieve equity and equality. Our plans and reports will therefore be monitoring disaggregation of this targets to ensure mainstreaming and beneficiation of targeted groups. There will therefore be a major departure from the notion of planning without the people. In this process we consulted broadly all other stakeholders to take along their views and wishes, we must however say that it is not all dreams that can find expression in our Strategic Plan.

We wish to thank our newly reconfigured National Department of Sport, Arts and Culture for providing the vision of a winning Nation and a winning sector through their Strategic Plan 2020-2025; of which we took cue and direction from. We also thank our Minister for his commitment to Africa and

better world in his Heritage drive as well as the Premier for calling for all dedicated and committed core of volunteers to serve in this Administration.



Ms. Bernice. Sinxeve

Executive Authority of Department of Sport, Arts and Culture

Accounting Officer Statement

The overall performance of the Department during the 5th administration (2014 – 2019) has seen tremendous growth in resource allocation (growth in the conditional grants allocations), considerable improvements in service delivery performance, personal growth as well as improvements in the audit outcomes over that period.

This outlook creates more confidence in the social, economic and political environment under which the Department has positioned itself in improving the quality of the life of its beneficiaries and clientele. The expectations and demands are increasing whilst the fiscus has been decreasing over the past Medium Term Expenditure Framework, especially on the Provincial equitable share.

Our main focus in the Department will be to develop an intervention strategy in addressing the triple challenges facing our beneficiaries namely; unemployment, inequality and poverty, to advance and champion social cohesion and nation building within the context of a highly challenged and compromised environment plagued by poverty, inequality and unemployment.

In responding to these challenges, the Department and all its delivery agents have identified the following flagship interventions over the coming 5 years (2020 – 2025) with emphasis on acceleration and innovation in how we do things. The intervention strategy is poised to make the necessary and meaningful impact when the mind-set of the workforce is in positive and acceptable state.

A clarion call made by the Premier during his inauguration of the 6th administration stated that we should collectively work towards building a growing, modern and successful Province.

The flagship programmes which have been identified as strategic catalyst in responding to the immediate and long-term challenges facing the communities are:

- Enhancing library services by ensuring that materials provided supports the long-term education and reading culture,
- Providing the Arts and Culture sector with a new and aligned perspective to the rationalisation of the sector.
- Ensuring that the Sport and Recreation sector responds adequately in addressing the sport and the advancement of the professional level thereof;
- Accelerating the construction and renovation of infrastructure over a multiyear process;
- Capacitating our district offices to provide a full basket of services to our beneficiaries and clientele.
- Capacitate and up skill labour force in meeting the demands of the sector and responding to the plight of our communities.

This approach will ensure that we further strengthen and resolve of working in the achievement of a clean audit outcome. Our progress and improvement over the past five (5) years has shown a clear commitment in this regard.

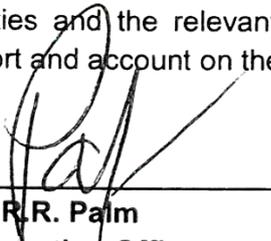
In responding towards the 4th Industrial Revolution, DSAC will ensure that our libraries provide free internet services to our communities, as such ensuring that we provide our users with technology and new approaches that will equip them with the requisite skills.

The national landscape in terms of Sport, Arts and Culture has repositioned itself in terms of re-alignment of operations and mandate as it has been synchronised into one (1) Department.

The Sport and Recreation sector will be reviewing its sport and recreation plan for clearer perspective and new inputs, whilst the Arts and Culture Sector is currently reviewing its white paper on Arts and Culture with the key focus being on the delivery model through its National and Provincial entities and the re-modelling thereof.

This strategic plan for (2020 – 2025) present an opportunity to advance and accelerate our gains in ensuring that we improve the quality of our service delivery and impact on the lives of our beneficiaries in a meaningful and sustainable manner. The set targets have been informed by official statistical information from Stats SA surveys and census publications.

We wish to acknowledge the role of all stakeholders who have engaged robustly on the drafting of this strategic plan. We commit in the implementation of this strategic plan annually especially through the service delivery improvement plan that would enhance our outcomes. DSAC will ensure that its entities and the relevant boards perform their fiduciary responsibilities accordingly and that they report and account on their mandates.



Ms. R.R. Palm
Accounting Officer
Department of Sport, Arts and Culture

Official Sign-Off

It is hereby certified that this Strategic Plan:

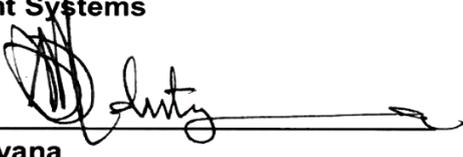
- Was developed by the management of the Department of Sport, Arts and Culture under the guidance of MEC Bernice Sinxeve
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Sport, Arts and Culture is responsible.
- Accurately reflects the Impact and Outcomes which the Department of Sport, Arts and Culture will endeavour to achieve over the period 2020 - 2025.

Signature: 
Ms. A Topham
Director
Programme 2: Cultural Affairs

Signature: 
Mr. P Modise
Director
Programme 3: Library and Archive Services

Signature: _____
Mr. T. Moipolai
Director
Programme 3: Infrastructure Delivery and Management Systems

Signature: 
Ms. E Manong
Director
Programme 4: Sport and Recreation

Signature: 
Mr. D. Mdutyana
Chief Director
Service Delivery Programmes

Signature: 
Mr. A. Colendge
Chief Financial Officer
Programme 1: Administration

Signature: 
Mr. B. Jacobs
Chief Director
Corporate Services (Head official responsible for planning)

Signature: 
Ms. R. Palm
Accounting Officer

Approved by:

Signature: 
Ms. B. Sinxeve
Executive Authority

Part A: Our Mandate

The core objectives of the department are based on the following constitutional and other legislative mandates, functional mandates and the service delivery improvement programme

1. Constitutional mandate

The Constitution of the Republic of South Africa

2. Legislative and policy mandates

Legislative mandates

- The National Archives of South Africa Act (Act 43 of 1996) - In addition to establishing the National Archives, this Act sets out the minimum standards for delivery of archival services and records management at provincial level. Until provincial archives legislation is passed and a provincial archive service established it is also the Act according to which provincial records management and archiving of materials is handled.
- The National Heritage Resources Act (Act 25 of 1999) - This Act is the legislation according to which the Provincial Heritage Resources Authority functions and sets the standards according to which the South African Heritage Resources Agency will evaluate provincial operations. The Act sets out the system for identification, management, conservation and protection of heritage resources.
- The National Sport and Recreation Act (Act 110 of 1998) – Provides for the promotion and development of sport and recreation and the co-ordination of the relationship between the Sports Commission, national and recreation federations and other agencies; to provide for measures aimed at correcting imbalances in sport and recreation; to promote equity and democracy in sport and recreation and to provide for dispute resolution mechanisms in sport and recreation.
- The Cultural Affairs Act (Act 65 of 1989) - This is the piece of legislation under which the Northern Cape Arts & Culture Council (NCACC) is appointed, receives provincial funding and allocates funds to a variety of areas in living arts in the Province.
- The Pan South African Language Board Act (Act 59 of 1995) – To establish a Pan South African Language Board for the recognition, implementation and furtherance of multilingualism in South Africa.
- Local Government Municipal Structure Act (Act 117 of 1998) – The functions for library and museum services now becomes an exclusive provincial competency.
- Municipal Structures Act, 1999 (Act No. 117 of 1998) (as amended by Act No. 33 of 2000): Excludes libraries, museums and cultural facilities as areas of responsibility of the local authorities, as this Act is based on the legislative framework provided by the Constitution. Local governments argue that they no longer have any legal authority to render these services; should they continue to do so, it would constitute unauthorised expenditure.

- South African Library for the Blind Act, 1998 (Act No. 91 of 1998): Provides for library and information services to blind and print handicapped readers through the South African Library for the Blind.
- National Council for Library and Information Services Act (Act 6 of 2001) – Council established to monitor library services throughout South Africa and advise the Minister of Arts and Culture and Minister of Education on matters relating to library and information services.
- Legal Deposit Act, 1997 (Act No. 54 of 1997) - Provides for the preservation of the national documentary heritage through the legal deposit of published documents, thus ensuring the preservation of and access to published documents and government information emanating from and adapted for South Africa. It makes provision for the establishment of at least one place of legal deposit in each Province.
- South African Geographical Names Act (Act 118 of 1998) – Section 2(1) (a) of the Act provides for the establishment of a Provincial Geographical Names Committee. This advisory body advises the Minister of Arts and Culture and the Provincial MECs on the transformation and standardisation of geographical names in South African.
- Electronic Communication and Transactions Act (Act 25 of 2002) - This Act seeks to ensure the legitimacy, accuracy, verifiability and functionality of electronic records and transactions.
- World Heritage Convention Act (Act 49 of 1999) - Broadly speaking the Act governs South Africa and therefore the Province's mandate to act under the terms of UNESCO's World Heritage Convention. Section 8 is of specific relevance as it is through via its provisions that the responsibilities of the MEC for Sport, Arts & Culture will be delegated powers to manage the Richtersveld Cultural and Botanical Landscape World Heritage Site.
- Promotion of Access to Information Act 2 of 2000 – To give effect to the constitutional right of access to any information held by the state and any information held by another person and that is required for the exercise or protection of any rights, and to provide for matters connected therewith.
- Administrative Justice Act 3 of 2000 – To give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in the Constitution and to provide for matters incidental thereto.

Policy Mandates

- The Museums Ordinance Act 8 of 1975 – The ordinance establishes the system according to which all museums receiving support from the department are established. It prescribes various systems for the operation of museums at community, local authority and provincial level and sets minimum standards for museological practice.
- The National Sport and Recreation Plan – The NSRP was adopted in 2011 with the emphasis of reposition of sport and recreation in the country. The plan is geared towards promoting a

healthy, active and winning nation. Key to this notion is the promotion of school sport as the bedrock towards sport development

- The White Paper on Arts, Culture and Heritage - Published in 1996, this document is the broad national policy statement for the arts and culture field, which was compiled through processes in which all nine provincial governments participated. It was adopted by the Arts and Culture MINMEC as the broad policy statement for all provinces and the national Department of Arts & Culture.
- Provincial Library Service Ordinance 16 of 1981 – This ordinance establishes the system according to which all libraries receiving support from the Department are established. It prescribes systems for the operation of local authority libraries and the Provincial Library Service and sets minimum standards for library practice.
- Substitution of notice 120 of 1997 concerning norms and rules for Provincial Language Committees – Provides for the establishment of a Provincial Language Committee to regulate and monitor the use of the designated official languages by the government.
- Substitution of notice 121 of 1997 concerning norms and rules for National Language Board – National Language Bodies is established primarily as language development agencies with specific emphasis on standardization in respect of all official languages.
- Blue Print on Mass Participation – This document guides the department to focus on Mass Participation based on Recreational activities and to adhere to DORA (Division of Revenue Act) requirements.
- The Memorandum of understanding on the Integrated Framework for School Sport articulates the promotion of school sport in the country. The framework further defines the roles and responsibilities between the SRSA and the DOE.
- National Transformation Charter - the vision with this charter is to achieve an active and winning nation in which equitable access to, and opportunities and support in sport and recreation activities contribute to the development of a healthy, productive, united, non-racist, non-sexist South Africa.
- Convention Concerning the World Cultural and Natural Heritage (UNESCO 1972): – The convention sets out the basic operations of UNESCO's World Heritage programme, including the broad responsibilities of state parties to the Convention.
- Operational Guidelines for the Implementation of the World Heritage Convention (UNESCO WHC. 05/2 February 2005): – Amongst other things these Guidelines set out the specific responsibilities of state parties to the World Heritage Convention for the management and administration of World Heritage Sites.
- Official Notice 5 of 2003 (Northern Cape Provincial Gazette 744, Notice 5): – Establishes 'Ngwao Boswa Kapa Bokone' as the Provincial Heritage Resources Authority in terms of

Section 23 of the National Heritage Resources Act and sets our procedures in terms of which its Council is appointed and ways in which it is required to function.

- Northern Cape Sport and Recreation Authority Act (Act 4 of 2015) - It unifies the regulation of sport into one body bringing into an end the existence of NC Sport Academy and the NC Sport Council. The NC Sport Confederation becomes the umbrella body for sport development in the province.

3. Institutional Policies and Strategies over the five year planning period

The Department plans to accelerate the rationalisation process of the Arts and Culture sector by identifying the de-listing of the McGregor Museum in our efforts to re-align the sector nationally.

4. Relevant Court Ruling

None.

Part B: Our Strategic Focus

5. Vision

Creative and active society through sport, arts and culture.

6. Mission

To serve all the people of the Northern Cape by promoting, protecting and developing sport and the diverse cultures of our Province and at the same time are catalysts in development programmes, economic empowerment and other activities thereby entrenching nation building and social cohesion.

7. Values

- Integrity
- Professionalism
- Goal-oriented
- Commitment
- Excellence
- Accountability and transparency
- Batho-Pele Principles

8. Situational Analysis

8.1. External Environment Analysis

The National Development Plan (NDP) envisions a South African society that embraces its diversity rather than emphasising differences along the contours of race, class, gender, religion, culture and other social constructs. In South Africa with its divisive past, while the social cohesion and nation building initiative has been on the agenda of government for some time, events such as service delivery protests, regular incidents of racism, and heightened levels of political contestation point to the need for an upscale focus on building a more participatory citizenry in order to realise the ideal of an inclusive and thus a socially cohesive society.

"Our vision is to have a society where opportunity is not determined by race or birthright; where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa."¹

The social cohesion programme needs to be geared towards overcoming the fractures and divisions of the past in our communities and in society at large. Critical to the realisation of this ideal are the ongoing sector engagements leading to the conclusion of the social compact which, among other things, should outline the value systems and principles that define being South African. Further, work needs to continue on foregrounding national symbols that are inclusive and uniting, as well as other social cohesion programmes such as community conversations, the social cohesion advocates initiative and the moral regeneration efforts. There is a need to engage the young people directly with the aim of promoting patriotism and shared values. The celebration and commemoration of significant national and historical days must continue to promote interracial and intercultural gatherings that are central to social cohesion.

The Constitution of the Republic of South Africa sets out the vision for a united, prosperous, non racial and non sexist country. It also sees a country which belongs to all who live in it, united in its diversity. Our constitution also obliges the country to heal the divisions of the past and recognizes that we come from a system that robbed the majority of its citizens of opportunity. This two-fold imperative forms the foundations of the mandate of this Department.

It is widely acknowledged that tremendous progress has been made since 1994. Yet 25 years after the democratic breakthrough, South African society remains divided with race still the biggest factor hampering progress. The historical privilege attached to race, class, space and gender has not yet been fully reversed. Since the dawn of democracy, the level of inequality has further increased widening the gap between the haves and the have-nots. The situation is exacerbated by high levels of corruption, fraud and greed robbing the poor of the services they deserve.

The racial divide is still prominent in the psyche and activities of the different sectors of the community. There is minimal contact and assimilation between the different communities especially amongst blacks and whites. Over the years, we have noted an increase in the number of exclusively white communities in parts of our province e.g. Eureka, Savannah and Owendale. It has also been noted that attendance at the celebration of our National Days is limited to certain sections of the

¹Chapter 15, NDP 2030

community. Community dialogues and social cohesion summits have been established to engage on these matters with a view to erode the issues that divide and support the issues that attract and cause cohesion.

Existing apartheid spatial patterns mean limited opportunity for sharing of space across race and class and thus there is still limited interaction across race. Another legacy of apartheid spatial logic is that the poor often live far from places of work. This makes it harder to find work and raises the cost of transport which impoverishes and perpetuates a group of people, the working poor.

While much has been done to create a socially cohesive society, the ideal is still to be strived for. Increased interaction between race, class and gender whilst appreciating each other's humanity, reversing stereotypes and building trusting societies will eventually enable us to measure a barometer of progress in attaining these ideals.

Arts and culture open powerful spaces for debate about where a society finds itself and where it is going. Promoted effectively, the creative and cultural industries can contribute substantially to small business development, job creation, and urban development and renewal.

Our province's rich cultural legacy and the creativity of its people mean that we can offer unique stories, voices and products to the world. In addition, artistic endeavour and expression can foster values, facilitate healing and restore national pride. Effective measures to promote the arts include: Providing financial and ICT support to artists to enable the creation of works expressing creativity, while opening space for vibrant debate; and developing sectoral determination legislative frameworks to protect artists.

In his state of the nation address; President Ramaphosa highlighted the importance of integrated plan among various sectors. He further mentioned that the focus of MTSF 2019/2024 will be on implementation of the following seven priority areas:

- Economic transformation and job creation
- Education, skills and health
- Consolidating the social wage through reliable and quality basic services is another important priority
- Spatial integration, human settlements and local government
- Social cohesion and safe communities is another key priority
- Building a capable, ethical and developmental State
- A better Africa and world

The Department continues to respond to national, provincial and sector priorities as outlined in the NDP 2030 and the priorities from the SONA 2019. The strategic planning process, held from 17-19 September 2019, gave opportunity to line functions to develop their strategic outcomes and targets in response to the service delivery environment in the sixth administration.

The major thrusts in nation building and social cohesion have been focused on youth, women, children and people with disabilities in all our programmes. In servicing mostly rural communities we have focused on strengthening key services and rural communities. Our department has, in the past year, reached many communities across the Northern Cape in rolling out our services. We have further enhanced our services by focusing on developmental needs of small children. In this regard, the poorest of the poor and the marginalized in youth centres and prisons have particularly

benefitted. Over 55 000 beneficiaries, mainly youth, have benefitted from our recreation programmes across the province. We look forward to doing more in the next strategic period.

The department has commenced with stakeholder engagements to assess the impact and relevance of our service delivery programmes. It is of great importance to analyse the need of our communities as it informs the department on what services are required by its clients and the level of impact in the existing basket of services. This will contribute to the improvement of the service delivery programmes.

The Departmental service delivery programmes are aimed at reaching all age groups, all sexes and race groups throughout the province. Below is an analysis of the demographical information of the province:

The table below depicts the demographic information of the province:

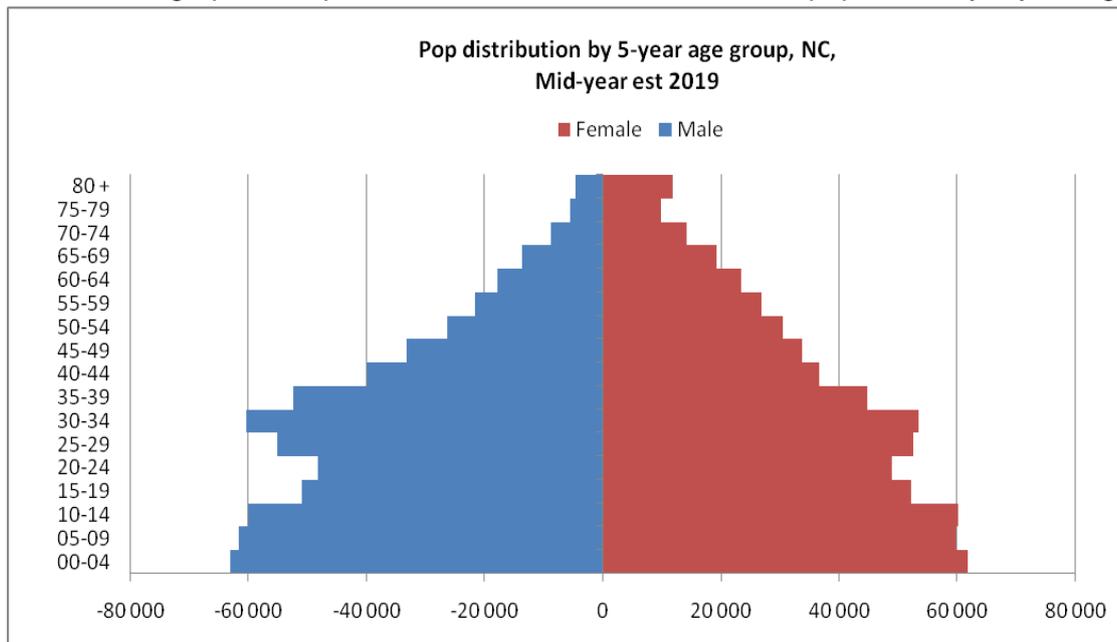
District	No. of Local Municipalities	Area (km ²)	Total Population			No. of Schools	Learners
			Male	Female	Total		
Namakwa	6	126 836	54 793	56 646	111 438	82	22 344
Pixley Ka Seme	8	103 410	99 504	100 001	199 505	92	46 255
ZF Mgcawu	5	102 524	134 602	134 024	268 626	102	57 608
Frances Baard	4	12 836	199 434	200 580	400 014	138	97 509
John Taolo Gaetsewe	3	27 283	126 134	134 536	260 670	176	77 613
Northern Cape	26	372 889	614 467	625 787	1 240 254	590	301 329

Source: Population Mid-year Estimates - 2019 District Projections, Statistics South Africa and Education Statistics 2019, NC Department of Education

The population size of the province has grown up by almost 46 500 people since Community Survey 2016 from 1 145 861 to 1 240 254 in 2019. Frances Baard district has the highest population size (400 000), followed by ZF Mgcawu with almost 269 000 and John Taolo Gaetsewe at 260 670 people (242 264) districts. Namakwa district had the least population as compared to its counterparts.

In 2020/21, about 30 000 population from 14 villages in Taung, North West Province will be relocated to the Northern Cape provincial government. Therefore there will be an increase in the demand for services offered by the department. The villages are located in the rural areas of North West province therefore there is a lack of infrastructure such as library, arts and culture centres, provision of internet access and sport and recreation programmes. In an economy that is not growing, at a time when public finances are limited, we will not be able to do everything at once. The department in partnership with other stakeholders; has done an assessment of the needs of the Ba-ga- Mothibi communities

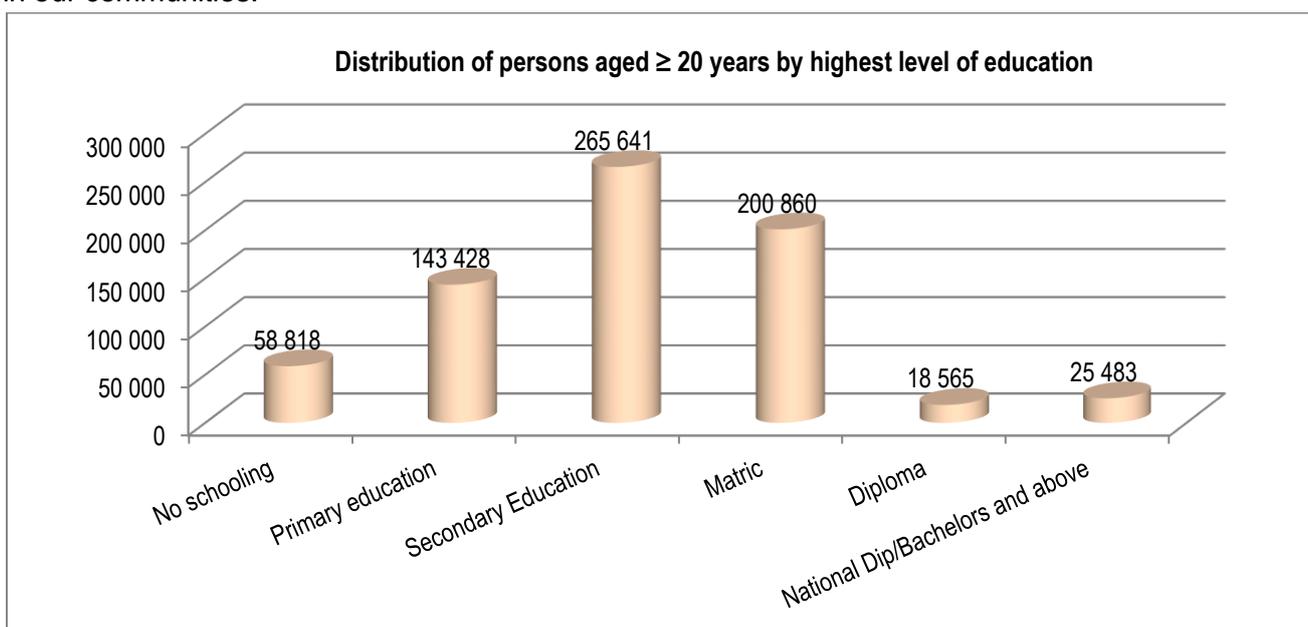
Below is the graphical representation of the distribution of the population by 5-year age groups:



Source: Population Mid-year Estimates, 2019, Statistics South Africa

Northern Cape's population is largely made up of young people, with children and youth constituting 63.5% of the population whereas adult population represent only 36.5% of the total population. The school-going age population in the province constitutes approximately 28% of the total population.

The figure below shows the distribution of population aged 20 years and above by the highest level of education attained. Illiteracy still remains a challenge in our society which contributes to high unemployment trends (29.4%) in the province. It has been shown that there is a high unemployment rate among the labour force that has not acquired any matric or tertiary qualification. There is an increase of population who are neither in education, employment nor training institutions. The department implements the library outreach programmes to promote a culture of reading and literacy in our communities.



Source: Community Survey 2016, Statistics South Africa

The department through school sport programme, in collaboration with the Department of Education, continues to ensure that learners get the opportunity to participate at district, provincial, national and international school sport championships. Furthermore, the department also play a role in providing sport and recreation opportunities to the aged.

The South African Police Services released the 2019 crime statistics and data shows that the crime rate has increased in the province to over 49 000 confirmed cases/incidents. The contact crimes remain to be high and that will lead to an increased number of inmates in the correctional service centres. Therefore there is a need for the department in collaboration with the Correctional Services to continue implementing recreational programmes to the correctional service centres and places of safety to assist the inmates and youth-at-risk with diversion and successful programmes aimed at their integration back into society.

The department also strives to address the prevalent societal problems facing the communities such as economic deprivation, lack of facilities, opportunities and services by implementing programmes such as mass participation in sport, library holiday programmes, arts and crafts.

8.2 Internal Environment Analysis

It has been a period in which the department had to meet ever-increasing needs of the public with a bag of limited resources and therefore forced to do more with less. The commitment to account on the resources has yielded fourth consecutive unqualified audit reports especially in the ever challenging library books asset count. Our commitment is a road map to achieve a clean audit and also to sustain our service delivery output as a social compact contract .The Auditor-General has raised only two matters of emphasis which are very technical in nature relating to financial misstatements on related parties and misstatements on conditional grant infrastructure spending annual statement. The departmental performance has consistently improved from 74% in 2015/16 97% in 2018/19. This is mainly due to the decentralisation of functions to the district offices.

There was a tremendous reduction of the irregular expenditure due to strengthened internal control systems, tightened Supply Chain Management processes while the department improved on 30 day payment of service providers and consequence management processes to enforce fiscal discipline. The establishment of the UIF committee, the appointment and consistent work of our risk management committee is commendable. The department reduced irregular expenditure from an astronomical amount of R27m in 2014/15 to R10 000 in 2018/19.

i) Programme 1

Programme 1 is responsible for oversight to ensure effective financial -, human resource and performance management. The department appointed support staff in all the districts in Human Resources, Supply Chain Management and Transport services for effective service delivery and enhancing capacity in a district framework. Districts have played a key role in ensuring corporate governance in all aspects. Although support to line functions is contained in programme 1, all programmes assume joint responsibility for effective administration.

Further efficiencies can be created through collaboration in service delivery between directorates. This strategy must be further addressed to ensure effective outcomes. Adherence to all administrative prescripts and the forecast of an organisational review will further strengthen this

objective. The department will be decentralising some of the Supply Chain Management and Human Resources functions to the district offices to increase efficiency.

ii) Programme 2

a) Arts and Culture

Arts and Culture is pivotal to building national identity, patriotism and a proud South African Citizen. Its programmes will remain the conveyor belt for expression of societal values, practices and traditional beliefs. The sector has the potential to be a key catalyst for social cohesion and nation building. The Northern Cape prides itself by being host to South Africa's indigenous Cultures of Xhul, Khwe! and Nama People, it further serves as a reference point (hub) to the emerging and not yet solicited number of First people cultures i.e. Griqua, Korana and Khomani people. This development will become a great consideration given the new trend of the "Coloured people" moving to get an inclusive and less derogatory term to define them as a collective different from what the National Population Register refers to them. This development creates renewed dialogue and inter and ultra conversations amongst communities to reach consensus on common identity. This also reveals diversity in language dialects, cultural and traditional rituals but positively influences a move for social conversations, renewed energy for research to provide impetus to the new thinking and to bring communities closer around a surge for a new identity.

While the Northern Cape has a growing and diverse base of arts and culture practitioners, it is continuously hampered by particular weaknesses compromising the stature and quality of the sector. In order to ensure the province develop a vibrant, world-class arts and culture sector, the following shortcomings need to be considered in pursuit of well defined turnaround strategy:

- Arts and Culture organisations are facing serious resource/funding constraints limiting their ability to expand, grow and improve quality.
- Absence of a shared vision for the future for the arts and no sense of common identity and community within the arts and culture fraternity.
- There is a need for signature programmes and events. The Artist Summit resolved to create a major provincial flagship event by transforming the Annual Writers Festival, Writers Guild and Artist Summit into a Provincial Arts Expo. Diamonds and Dorings has since also been changed to include a Gospel extravaganza, a Comedy night and a Jazz Festival with the focus on a developmental project to train local artist and provide a platform to perform as a mix band at Jazz festival.
- The Arts and Culture sector is highly fragmented and characterised by self interest.
- Funding resources are extremely limited and arts organisations have a weak financial base. The business community and potential benefactors are not fully engaged and it is difficult to access corporate support. The National Arts Council (NAC) has funded at least 20 Arts NPOs in the past MTSF to a tune of 2.4m and a further 15 Organisation have been successful in receiving funding in the Arts from the NAC. Crafters have also received funding from Northern Cape Economic Development Agency. Therefore the funding environment has begun to change through conduit funds from National Heritage Agency (NHC), NAC, Lotto and NCEDA .
- Although there is much upon which to build cultural tourism, the province has not yet taken serious advantage of its distinctive heritage. DSAC engaged Northern Cape Tourism Authority for opportunities for Artist to showcase their artefacts on Tourism routes and to exhibit during Tourism Expos .Further opportunities have been created through

Tourism and Communication Workstream in the Resistance Liberation Heritage Route (RLHR) by creating platforms for public art in the Mayibuye route, Uppington 26 and Langeberg War of Resistance.

The Sector is faced with compelling social ills ranging from unemployment, lack of access to markets to export their talent and sell their products, dwindling funding base and this has resulted to the spilling over from community and flowing over to its members/practitioners /artist organised and individuals to vent their anger and frustration. The current economic climate has led to budget allocations to the Arts and Culture sector to be adversely affected forcing reprioritisation of projects and stringent cost containment leading to some programmes being deferred. The resource base generally continues to be inadequate as Programme 2 is only funded through voted funds and no provision of a conditional grant as in the case of other programmes. This sector holds enormous potential to market the province and to contribute to job creation. The reconfiguration prompted by review of national legislation i.e. "The White Paper on Arts and Culture" this initiative propels radical changes to the sector amongst them is the rationalisation of public entities, regrouping certain genres of arts into composite groups like Heritage ,museums, and Archives into one and all forms of art into Performing Arts etc .This change after enactment in parliament will result in lesser public entities and lesser boards in entities as well regulating the art forms into categories that are related.

The province will continue to host social cohesion summit, community conversations/ dialogues and community imbizos on arts, crafts and heritage to promote social cohesion and nation building. The Annual Artist Summit will continue to be a platform to measure whether the recommendations as proposed by sector players are included in the APP of DSAC and IDP of municipalities and the extend of success to address the challenges of the sector

i) Commemorative Events

Social Cohesion and Nation Building finds expression in creating a sense of belonging in society, value placed on diversity trust and acceptance of, shared norms and values, shared identity, inclusiveness trust and acceptance.

The Department of Sport, Arts and Culture annually host 10 Commemorative days in the cultural calendar. These days are designated to celebrate our Cultural Heritage and providing opportunities for artists and crafters from all cultural backgrounds to showcase their potential. The following commemorative days are hosted and celebrated:

- Human Rights Day
- Freedom Day
- Africa Day
- Workers Day
- Youth Day
- Mandela Day
- Women's Day
- Heritage Day
- Mayibuye Uprising
- Day of Reconciliation

These cultural celebrations are usually well attended and very successful. The only challenge is that representation by all population groups is not what it is hoped to be. New strategies need to be

developed to ensure all inclusive participation on a voluntary basis. It is important to develop (1) a clear concise and shared definition of social cohesion in order to make it possible to monitor and track social cohesion regularly through the use of available data; (2) prioritise policies and initiatives that promote social cohesion and address poverty and inequality; (3) develop a clear indicator/s and objectives in programme evaluation in order to implement policies that promote inclusive development and build a more cohesive province.

The departments has challenged communities to engage in alternative forms of Commemorative events and amongst the proposals is to change the form and format of events from stadium/hall type events into exciting Drama expos, physical theatre renditions depicting the same events and memorial lectures as well as linking the heroes and heroines project with commemorative events by erecting memorial walls and unveiling tombstones during commemorative events.

Community Arts Centres

Community Arts Centres in the Northern Cape is a feasible approach to promote arts and crafts in this vast province to be used as centres of training and development. These centres provide a platform for visible service delivery at grassroots level. One Provincial Community Arts Centre Forum (Kapa Bokone Community Arts Centres Forum: KBCACF) has been established in 2013. The KBCACF is the mother body of five district Community Arts Centre Forums. The provincial vision for Community Arts Centres encapsulates the following:

- Replicating the Mayibuye Multi-Purpose Community Art Centres, as the major centre, in each district with the aim to provide space and development opportunity for the creative arts industries.
- Each municipality to have smaller community art centres with the long term aim of having a ward based community art centre.
- Each community art centre will be capacitated to ensure sustainable quality programmes

b) Language Services

Multilingualism is promoted through specific activities such as translations, language training, interpreting services and literary exhibitions. The purpose is to promote inclusivity in addition to promoting reading as well as the proper understanding of government documents. Source documents are translated into the three other official languages of the province.

The equal promotion and development of indigenous languages like Nǀxu ,Xhú ,Khwe and Nama is now elevated to a cultural bilateral agreement with Namibia through the KHARAS region (Namibia) cooperation with ZF Mgcawu and Namakwa districts. This is a cultural exchange programme across genres of music, arts, craft and language interaction and dialogue. DSAC has approached the National Lotteries for a Language preservation project involving Nǀxu ,Xhú ,Khwe and Nama which has elements of oral history, public art and storytelling. This partnership has seen great extend of cultural exchange and cross visits from Kharas, Namakwa and ZF Mgcawu to strengthen ties and discuss improve strategies of cooperation

Annually, training programmes are held in sign - and basic language proficiency. Capacity building opportunities are provided for the frontline staff in the departments for efficient and effective service delivery in the province. Furthermore, in collaboration with our library services, book clubs are continuously established and supported throughout the province. The programme could be at the

forefront of our multilingualism effort in the province by ensuring that each government official is proficient in more than two languages.

The Department has succeeded in collaboration with SPU to start courses for African Studies and Languages to take advantage of this opportunity presented and make the necessary interventions and investments in line with what is expected from the University. The initiative guarantees the development of languages and sustain the continued preservation of threatened and extinct languages. In 2022 the introduction of Kiswahili in four districts of our province will contribute towards promotion of African Solidarity, language promotion and strengthen our ties with the continent. KiSwahili will be rolled out in Frances Baardt ,Namaqua ,John Taolo Gaetsewe and ZF Mgcawu district.

c) Museum Services

The provincial government, through the McGregor Museum Board is responsible for the management and oversight support of thirteen museums throughout the province. Of these nine are located in the Frances Baard district, two in the Pixley Ka Seme and one each in ZF Mgcawu and Namakwa. The McGregor Museum Board has been functioning as a listed public entity from 1 April 2015. This move was necessitated to ensure that more funding and skills can be procured to protect the provincial heritage. The strategic plans of the McGregor Museum Board will make provision for the management, maintenance and projects of the provincial museums. The Department is envisaging to take over the oversight function of thirteen museum by establishing a sub directorate or unit for Provincial museum services.

The entity (McGregor Museum Board) is responding to the need for guidance in curation and development of smaller museums across the province and this places great stress on the currently under resourced sector. There is no envisaged plan to establish entities for each and every museum. As a way of addressing the gaps in oversight, it is envisaged that within the department a unit for Provincial Museum oversight will be established with a view to support and monitor standardized quality services across the province.

Heritage Services will take over oversight of Municipal Museums in defunct museums like Britstown , Noupoot and Carnarvon. The Department is also initiating modern Museums in post 1994 era and will launch the Credo Mutwa Indigenous Knowledge centre which houses a museum a library and a traditional pharmacy. The sub-directorate Heritage and Museum will also be inclusive of a unit dealing with Geographic Name change to to accelerate the transformation of the Heritage Landscape of the province

d) Heritage Resource Services

Heritage Services plays a fundamental role in promoting social cohesion through, amongst other things maintenance of heritage sites. It is also responsible for the conservation of and research into the natural and cultural heritage of the Northern Cape. Our Heritage unit will continue to, through Ngwao Boswa Kapa Bokone, pay homage to erstwhile heroes and heroines and to preserve the rich cultural history of our province. Social Cohesion could also be fostered through redressing derogatory names from the past. The Department of Sport, Arts and Culture is primarily responsible for the naming and renaming of existing and new government owned buildings e.g. new libraries

built. Additionally, in conjunction with the Provincial Geographic Name Change Council, the department assists municipalities with the name change processes.

e) Job Creation

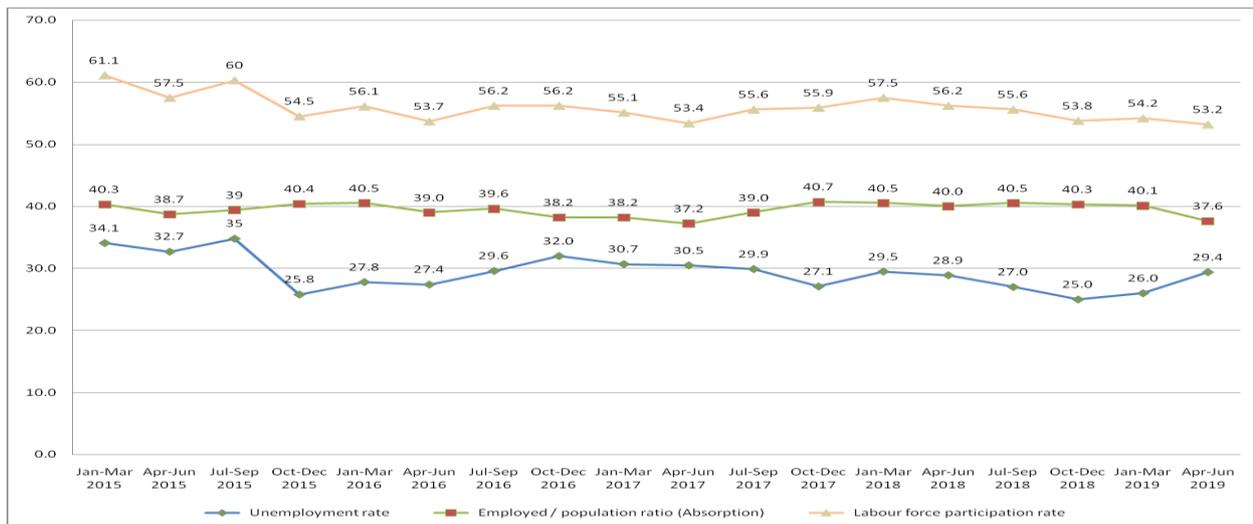


Figure: Labour force Characteristics, Quarterly Labour Force Survey Q2 2019, Stats SA

Unemployment remains a challenge in the Northern Cape at 29.4% whereas the absorption rate is at 37.6%. There is a need for integrated planning by stakeholder in order to bridge the gap between the labour participation rate and the unemployment rate by creating sustainable jobs for the communities in the Northern Cape. The department of Sport Arts and Culture has in the past financial years collaborated with the National Youth Development Agency (NYDA) by appointing youth in all the districts. The Young Patrons learnership of 30 Youth who will conduct amongst others a school's flags audit, facilitate community conversations and provide the department with a cohort of community volunteers to interact on programme delivery. This is an initiative by the department to promote the national symbols and orders. The Young Patriots Programme will continue with the focus on promoting national identity and flag hoisting, the project will extend from high schools to TVET Colleges. The agreement with PSETA and CATHSETA will introduce the placement of 30 Youth in Community Art Centres for experiential learning for internships for a period of 12 months this will result in sector mentors mentoring interns on practical skills within the workplace.

f) National Resistance and Liberation Routes Project

The National Cabinet in celebrating Heroes and Heroes have launched 27 national Resistance and Liberation Routes projects. The Northern Cape has submitted the Langeberg Resistance liberation route for John Taolo Gaetsewe district, The Galeshewe Memorial resistance and liberation route for Frances Baard district and the Upington 26 liberation route for ZF Mgcawu district. The department finalised the business plans for the three projects and submitted to the National Heritage Council. A feasibility study of each of the projects has been approved. This will lead to groundbreaking research to enhance our capacity in initiating sustainable projects that will enable a long term legacy, tourism route and increased community participation.

iii) Programme 3

a) Library Services

The state of library and information services in the Province over the last MTSF was underpinned by the major cuts in the conditional grant which have had a major impact on the sector.

The implementation of the service at a Local Government level was affected negatively by the cuts. Various attempts by the Department to try and secure additional funding for its Schedule 5 obligations were not successful as we failed to secure additional funding from both the Provincial Treasury as well as the National Department of Sport, Arts and Culture. The current economic situation that the Country finds itself in has also not assisted the situation.

One of the major impacts of the above cuts is that most Municipalities have now commenced with the process of closing some libraries as they are unable to sustain the service due to the budget cuts.

The Department has completed its function shift report that outlines a plan to take over some of the sites that municipalities are unable to sustain.

The Department is currently responsible for managing 75 Libraries whereas the Municipalities are responsible for 149 libraries., It is expected that that this will change over the next few years as the Department takes over most of the sites that the Municipalities are unable to sustain.

In responding to the above challenges, the Department will now review its budgeting and focus on the provision of core services within the sector. These include transfers to Municipalities, library materials, infrastructure and the provision of free public internet services.

The following table depicts the spread of Library Service points per district:

	Frances Baard	John Taolo Gaetsewe	Namakwa	Pixley ka Seme	ZF Mgcawu
Libraries	33	49	50	46	47

From the table above it can be noted that there has been an increase in the number of sites for the Frances Baard District and the JTG District. This is due to the activation of dual purpose libraries at some schools in the District, particularly in the Phokwane area.

The decrease in the number of sites for the Pixley ka Seme District is because of the closure of some sites in some of the Correctional facilities as well as in some schools that required the space for classrooms.

The Department will continue its partnership with the SA Library for the Blind and will continue to sustain the 19 MiniLib sites that currently exist.

The announcement by the Honourable Premier that all 225 libraries must have free public internet access has further put pressure on the Department in terms of finding the resources to deliver on this mandate.

b) Archive Services

The Northern Cape Provincial Archives derives its mandate from Northern Cape Archives Act No 7 of 2013. to ensure compliance by departments, Municipalities and all statutory bodies. The mandate of Archives is to ensure preservation of all public and non public records with enduring value and ensure access to these records. This service is responsible for ensuring good and clean administration through management of records enabling accountability by government in the future for past actions. The availability of data provides a body of evidence for credible decision-making in future.

Archives Services remain a rich repository of knowledge for research purposes. Through training of client offices, this unit also contributes to clean governance. The repatriation of archival material of the Northern Cape from the North West and Western Cape Provinces remains a key priority and will be pursued over the next financial year.

The Khotso Flatela Archives Repository currently houses A20 records that were transferred from the following Governmental Bodies:

- ✓ Frances Baard district municipality,
- ✓ Sol Plaatje municipality (Council Minutes 1957-1994),
- ✓ NCPL (Annual Reports of different institutions) and the
- ✓ Master's Office (Estate Records 1957-1990). The High Court transferred Criminal Case records and other cases.
- ✓ The Department Cooperative Governance. Human Settlements and Traditional Affairs (COGHSTA) i.e. ERWE, Traditional Leaders records and Housing projects records.
- ✓ Department of Social Development
- ✓ McGregor Museum
- ✓ Hantam Municipality
- ✓ Tsantsabane Municipality

The Archives unit continues to consolidate partnerships with various partners including National Archives, Office of the Premier, Auditor-General's office, provincial SITA, SALGA, SPU, UNISA and other Provincial Departments.

Through these partnerships we intend reaching more and more of our communities and other sectors raise awareness about the significance of archives.

The Department will continue to engage the Northwest and Western Cape Provinces in order to finalise the transfer of records from these Provinces or to find other ways of securing access to these records by the people of the Northern Cape Province..

c) Infrastructure Development

Due to the budget cuts experienced in the conditional grant over the last MTEF and the current financial year, the Department had to review the manner in which we deliver new infrastructure in the next MTSF period. In addition to this, the previous backlogs that were completed over the last two years have also had an impact on the budget cashflow, resulting in current projects being affected by the pressure on the budget.

Despite our requests for additional funding from the National DSAC and Provincial Treasury, we were not able to secure additional funding. This means that the Department now has to reduce the number of new infrastructure projects as well as on our upgrading programmes.

During the next medium term period the department will focus on the intensification of maintenance, and refurbishment of departmental ageing facilities.

The construction of new Infrastructure will be limited to at least one multi-year project and on our new office block at the MJ Erlank Precinct.

Unlike in previous financial years, there has been a phenomenal improvement in our capital spending. This is due to the increased capacity within the Directorate and our improved co-ordination with the Department of Roads and Public Works.

In recent years, there has been a noticeable reduction in under spending on infrastructure projects and this significant improvement is as result of the multiyear approach.

In strengthening this phenomenal achievement the department will continue to undertake multiyear infrastructure projects, starting with the project initiation and feasibility, concept, design and procurement documentation in the first year and followed by construction and closeout in the second year. Furthermore, sound infrastructure plans will be developed and put in place and a number of important infrastructure initiatives will be undertaken over the next medium term period such as refurbishment and upgrading of existing departmental facilities. These initiatives are set to create employment and procurement opportunities for our growing community in the Northern Cape Province.

In addition, the department intends to undertake construction projects which provide a green, self-sustaining high tech low maintenance structures and making use of innovative building method by using the latest construction alternative, cladding methods and concentrate on energy and water saving concepts.

iv) Programme 4

The department will continue to transform the delivery of sport and recreation by ensuring equitable access, development and excellence at all levels of participation, thereby improving social cohesion, nation building and the quality of life of all South Africans

Sport is also an important enabler of sustainable development. We recognize the growing contribution of sport to the realization of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives

The appointment of the Northern Cape Sport and Recreation Authority Board members will ensure that sport will advance social cohesion, transformation and sport development. It will amongst other things include the promotion of marginalized sectors focusing on women, people with disabilities as well as rural areas. To further ensure implementation of the Act, we have established District Sport Councils in all districts. These structures are functional and have to ensure functional local league programmes are implemented in the districts

At a local level the Department will continue to work closely with the South African Local Government Association (SALGA) and municipalities,

The Directorate will strengthen partnership with COGHSTA and assist municipalities in accessing MIG Sport Infrastructure funds and to maximise the use of the portion of the Municipal Infrastructure Grant (MIG) earmarked for building sport facilities. The department envisages to complete the renovation of Floors swimming pool in partnership with the Sol Plaatje Municipality.

The department will continue to strengthen partnership with Department of Education to ensure proper implementation of the School Sport programmes in the Province.

Women make up a large percentage of the poor, particularly in rural areas. The plan takes gender – along with race and geographic location – into account, proposing a range of measures to advance women's equality. In summary, our recommendations along these lines are as follows:

Public employment should be expanded to provide work for the unemployed, with a specific focus on youth and women.

The transformation of the economy should involve the active participation and empowerment of women. The role of women as leaders in all sectors of society should be actively supported. Social, cultural, religious and educational barriers to women entering the job market should be addressed.

Sport plays an important role in promoting wellness and social cohesion. The plan treats sport as a cross-cutting issue, with related proposals in the chapters on education, health and nation building.

Sport and physical education are an integral part of a child's development. The Department of Basic Education and the Department of Sports and Recreation have taken important steps to reintroduce sport in schools. This should be expanded so that all schools develop and maintain infrastructure for at least two sports.

All communities should have access to sports facilities and encourage the formation of amateur leagues. Local authorities can also promote exercise by ensuring that urban roads have proper pavements, developing cycle lanes and installing traffic-calming measures.

The plan proposes an initiative to encourage South Africans to walk, run, cycle or play team games on the second Saturday of every month. The extensive network of formal and informal sporting clubs can be mobilised to organise these events. Expanding opportunities for participation in sports will help to ensure sports teams represent all sectors of society. It will also ensure that province produces results that match its passion for sport.

Part C: Measuring Our Performance

Programme Structure

Programme	Sub-programme
1. Administration	1.1. Office of the MEC 1.2. Corporate Services
2. Cultural Affairs	2.1. Management 2.2. Arts and Culture 2.3. Museum Services 2.4. Heritage Resource Services 2.5. Language Services
3. Library and Archives Services	3.1. Management 3.2. Library Services 3.3. Archives
4. Sport and Recreation	4.1. Management 4.2. Sport 4.3. Recreation 4.4. School Sport

9. Institutional Performance Information

9.1. Measuring the Impact

Impact statement	Socially cohesive society united in its diverse culture through learning, active participation, support and development of sport, arts, culture and heritage.
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9.2. Measuring Outcomes

Outcome	Outcome Indicator	Baseline	Five year target
1. A clean audit opinion for the department through an effective sound financial, human resource and performance administration	Clean Audit Opinion	Unqualified Audit Opinion	5 Clean Audit Opinions
2. Increased market share of, and job opportunities created in arts, culture, heritage and creative industries.	Increased number of artists producing music on digital platforms	3	25
	Increased number of crafters selling products in the craft hub	0	125
	Number of documentaries filmed	0	3

	Increased number of productions staged at NC Theatre	12	25
	Increased number of tourism routes created	2	10
3. A diverse socially cohesive society with a common identity	Increased number of public institutions hoisting the flag and observing the national anthem	50	100
	Increased and sustained participation in sport and recreation programmes	55 300	275 000
4. Transformed, capable and professional Sport Arts and Culture Sector	Increased number of public institutions that have been named/renamed	25	40
	Increased number of inspections conducted in the client offices	120	150
5. Integrated and accessible Sport Arts and Culture infrastructure and information	Increased number of active library service points	223	230

9.3. Explanation of planned performance over the medium term period

The department's commitment to account on the resources has yielded fourth (2015/16 to 2018/19 financial years) consecutive unqualified audit reports in the past strategic period 2015-2020. It has been a period in which the department had to meet ever-increasing needs of the public with a bag of limited resources and therefore forced to do more with less.

Our commitment is a road map to achieve a clean audit and also to sustain our service delivery output as a social compact contract. The Auditor-General has raised only two matters of emphasis in 2018/19 which are very technical in nature relating to Financial misstatements on related parties and misstatements on conditional grant infrastructure spending annual statement. The consistent improvement has also be noticed on the departmental performance from 74% in 2015/16 to 97% in 2018/19.

The department will continue to put measures in place to ensure compliance with the PFMA and the Treasury regulations. We will tighten our Supply Chain Management processes while we also improve on consequence management processes to enforce fiscal discipline. The department will ensure there are internal controls to reduce the leave liability of the department from almost R8.7 millions which has been worrisome for the financial year 2019/20. To ensure that our communities are receiving the services they expect from the department, the department will also monitor the implementation of the service delivery improvement plan on an annual basis.

The planning considered The Premier Saul's state of the province address in terms of "Innovation, seamless service delivery and assist in crafting "a Modern, Growing and Successful Province". Furthermore, plans are underpinned by the Seven Priorities of government, with emphasis on priority five "Social Cohesion and Safe Communities". A participatory approach, including all stakeholders (government, private sector, labour and civil society) will be pursued in the implementation of plans where engagements and consultations will be inclusive of all the stakeholders to ensure buy-in and ownership of the programmes.

The following are the plans for promoting arts and culture sector the next MTEF period:

- Collaboration with infrastructure projects towards the establishments of Community Arts Centres in the province
- Establishments of Indigenous Language Corners in Public Libraries where Nama, Nxu!, Xhu and Xhwe languages are spoken
- Conducting digital and live exhibitions
- Indigenous cultural games which promotes language, music and dance for both young and old people in the province
- The importance of transforming heritage landscape is highlighted in Outcome 14 in sub outcomes 1, 2, 3 and 5 of social cohesion and nation building. The acceleration of name changes, redress in undertaking project to honour our Heroes and Heroines and promotion of equity through the celebration of living legends as well as promotion of intangible and tangible Heritage and the Indigenous Knowledge systems.
- Supporting the learners to attend heritage educational programmes to broaden their knowledge on our country's historical imbalances of the past and the contribution made by the struggle icons to liberate our country.

The programmes are geared to support and benefit women, youth and people with disabilities. Plans are to ensure restoration of human dignity and social equity, just and fair service delivery and democratic governance

The success and impact of programmes are dependent on favourable legislative - political environment and sufficient resources. Entities will be expected to put forward solid research and fund raising initiatives to alleviate the pressure on the departmental budget.

Library Services will increase the number of libraries through building of new facilities either as a replacement of existing buildings or construction of new libraries in areas where they never existed. The Conditional Grant will be used for the construction, maintenance and refurbishment of new and old buildings.

We will also shift our focus to training and empowering our staff. Our staff in public and community libraries must become professional Librarians. We have noticed through our skills audit of Provincial and community library staff that there is a lack of qualified Librarians in the Province. We will consult with Higher Education institutions and the necessary SETAs who can provide further training to resolve this crisis.

We also need to increase the number of libraries connected to the Internet. Our SLIMS Library system will also be used to circulate our collection electronically. Some of the libraries which are still using the manual system need to be connected and the Librarians trained on how to use the system. This is in line with the Provincial vision of creating a society which in aligned to the Fourth industrial revolution. These will provide access to services where our communities do not have access to internet to do their school activities.

We will continue to engage our National and Provincial counterparts on matters of funding community libraries which are currently underfunded. This engagement will further require us to draft and publish a policy and legislative framework that will stabilise the library environment.

The active participation in sport and recreation is described as a basic human right within the constitution of the country. In line with the White Paper on Sport viz “let the Nation Play” the Sub Programme Club Development will continue its support to clubs and federations by providing equipment and or attire in line with prescribed criterion with focus on rural communities.

To advance the agenda on transformation in sport, the Department will also focus on creating

opportunities for marginalised groups to participate in sport

To create an enabling environment for a vibrant and active citizenry in sport, the Department will together with sector partners develop a comprehensive programme for sport development towards cultivating tomorrow's champions. Through our recreation programmes we will also contribute to the following:

- Promote the advancement of social cohesion, nation building and tolerance through programmes such as youth camps, big walk, etc.
- Job creation albeit temporary
- Town socio-economic boost
- Addressing social ills and social integration

We are aiming at introducing and increasing recreational activities across diverse community in an effort to encourage an active healthy lifestyle and empowering youth.

In pushing back the frontiers of poverty, the department will through its School Sport programme appoint four School Sport Coordinators within the districts who will assist with the coordination and implementation of sport in schools. Further to this Sport, Arts and Culture Notational, will award bursaries to identified high performance learners from disadvantaged areas to further their studies while developing their sporting talent. Over the MTEF period the School Sport Sub Programme will target 16400 learners of which no less than 50% will be girls. These programmes will facilitate participation of differently abled learners, coaches and administrators as well.

The Department in collaboration with the Department of Basic Education will develop a comprehensive Provincial school based policy informed by the National MOU to ensure a clear demarcation of the line function responsibilities between the stakeholders involved in sport in schools as well as to promote shared resources (both personnel and financial) between stakeholders to ensure successful coordination and implementation of the programmes. The objective of the programme over the next five years is to increase participation in school sport and through the creation of sustained leagues and competitions as well as the establishment of sustained sport structures.

10. Key Risks

Outcome	Key Risk	Risk Mitigation
Transformed, capable and professional Sport Arts and Culture Sector	Slow recruitment processes Moratorium on advertisement and filing of posts in the province	Engagement with Office of the Premier/Treasury
Integrated and accessible Sport Arts and Culture infrastructure and information	Burning of facilities during protests and vandalism	Community outreach programmes be held in affected areas
	Limited resources for full activation of all libraries	Phased-in approach to optimal usage of especially new libraries
	Lack of commitment from role players Non attendance of meetings by municipalities	Consultation with default municipalities
	Theft	Put proper security measures such as alarm bodies, security alarms, burglar doors, etc
	Budget cuts	Engagement with the decision makers
	Library sites with no electricity	Improve partnerships with Schools/ Municipalities/ Traditional Leaders to ensure electrification of all Libraries
Transformed, capable and professional Sport Arts and Culture Sector	No funding for phase 2 &3 of Archives	Alternative building options through IDMS
	Lack of qualified Archivists and support staff	Explore option of on the job training and prioritizing of Archives studies on the WSP
	Lack of Oral Historians	Lobby National, OHASA and other Provinces for investment in this area
	Limited space for records	Approach DRPW to assist with space
A diverse socially cohesive society with a common identity	Buy-in from federations to affiliate to the Authority	Implementation of the sport policy
	Retention of developed athletes in the province	Build relationships with tertiary institutions and the federations

Outcome	Key Risk	Risk Mitigation
	Over-reliance on conditional grant and insufficient equitable share budget allocation	Solicit external funding/ sponsorship
	Adherences to the MOU by the Department of Education(DOE refusal to release learners from Schools).	Political intervention from the principles of both DSAC and DOE at provincial level.
	Lack of interest from Educators to attend workshops and trainings	Creating incentives for educators participating in sport related programmes

11. Public Entities

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R'000)	Date of Next Evaluation
McGregor Museum Public Entity	The Museums Ordinance Act 8 of 1975	<p>To research and conserve the natural and cultural history and diversity of the Northern Cape, and promote awareness thereof through diverse and engaging educational programmes and exhibitions.</p> <ul style="list-style-type: none"> • Research: Anthropology, • archaeology, botany, history, zoology with specific reference to the cultural and natural history of the Northern Cape • Outreach: Displays, articles, • brochures, exhibitions, school visits to museum, curriculum –based research for educators • Conservation: Conservation of the following collections that form part of the National Estate: Archaeological material, plant material, historical documents, audio- visual historic material, photographs, African and western cultural material and zoological specimens. • Maintenance of Province –aided Museums: Maintenance of McGregor museum buildings, displays and infrastructure and other museums throughout the Province, rendering financial support and professional and technical services and assistance to smaller museums. 	R3 386	Annually
Northern Cape Sport and Recreation Authority	Northern Cape Sport and Recreation Authority Act (Act 4 of 2015)	<ul style="list-style-type: none"> • Streamline sport and recreation in the Province; • Focus and promote Ward based participation; • Encourage Civic participation in matters affecting sport and recreation in the Province; 	R12 116	Annually

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R'000)	Date of Next Evaluation
		<ul style="list-style-type: none"> • Coordinate the Geo-political boundaries of sport and recreation in the Province; • Coordinate the awarding of Provincial colours for talented and excelling athletes; • Provide sustainable support to the sport and recreation sector in the Province; • Create a platform to solicit external funding to drive sport and recreation; • Revive the culture of sport and recreation activism; • Serve as a conduit towards the realisation and promotion of Social Cohesion; • Responsible for education and sport specific training. • Deliver high performance and specialized services/ programmes to talented/high performance athletes. • Enhance the level of performance of talented athletes, coaches, technical officials and administrators. • Provide quality support services to elite and talented athletes and coaches in the Province 		
Northern Cape Arts and Culture Council	The White Paper on Arts, Culture and Heritage	<ul style="list-style-type: none"> • Upgrade of Northern Cape Theatre • Effective utilisation of Warrenton Cultural Resort • Management and support to Music, Dance and Drama academies at Mayibuye Centre • Effective financial, human resource and planning systems in place • Funding model developed and implemented • Strategic partnerships closed 	R7 540	Annually

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R'000)	Date of Next Evaluation
		<ul style="list-style-type: none"> • Development and support of identified enterprises 		
Provincial Geographic Names Committee	South African Geographical Names Act (Act 118 of 1998)	Naming and renaming of geographical sites in the Province	None	Annually
Provincial Language Committee	The Pan South African Language Board Act (Act 59 of 1995) Substitution of notice 120 of 1997 concerning norms and rules for Provincial Language Committees	<ul style="list-style-type: none"> • Promotion of multilingualism in the Province • To bring about parity of esteem in languages and to promote previously marginalised and indigenous languages 	None	Annually
Provincial Heritage Resource Agency	The National Heritage Resources Act (Act 25 of 1999) Official Notice 5 of 2003 (Northern Cape Provincial Gazette 744, Notice 5)	To facilitate the transformation of heritage sector in the province.	R 1 870	Annually

Part D: Technical Indicator Description (TID)

Indicator Title	Clean Audit Opinion
Definition	This refers to the collective efforts of the Finance-, Human Resource- and Strategic Management Directorates' efforts in terms of policy formulation, planning and implementation to ensure compliance with legislation and other prescripts. The outcome should lead to a clean audit opinion.
Source of data	Annual report. AG management reports/ audit opinion
Method of Calculation / Assessment	An audit outcome counts for one clean audit opinion equals 1, otherwise zero
Assumptions	Effective and efficient systems are in place to provide reliable and accurate non-financial and financial performance information
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired Performance	To maintain a clean audit outcome throughout the MTSF
Indicator Responsibility	CFO, Chief Directors and Senior Managers

Indicator Title	Increased number of artists producing music on digital platforms
Definition	Refers to the artists that are recording and selling their music through digital platforms (e.g YouTube, Itunes, Spotify...)
Source of data	Downloaded screenshots
Method of Calculation/ Assessment	Simple count of artists on digital platforms
Assumption	The artists are producing the music and taking advantage of modern technology
Disaggregation of beneficiaries (where applicable)	Total women=50% Total youth=100% People with disabilities=2%
Spatial Transformation (where applicable)	All districts
Reporting Cycle	Annually
Desired Performance	Increased access to the market
Indicator Responsibility	Director: Cultural Affairs

Indicator Title	Increased number of crafters selling products in the craft hub
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Definition	Refers to the crafters selling their products in the craft shop, community arts centres, museums and tourist attraction points
Source of data	Database of crafters
Method of Calculation/ Assessment	Simple count of crafters
Assumption	There is a market to sell the products
Disaggregation of beneficiaries (where applicable)	Total women=50% Total youth=60% People with disabilities=10%
Spatial Transformation (where applicable)	All districts
Reporting Cycle	Annually
Desired Performance	Increased access to the market
Indicator Responsibility	Director: Cultural Affairs

Indicator Title	Number of documentaries filmed
Definition	Refers to the documentaries commissioned to relate the life stories of the heroes and heroines in the province
Source of data	Documentary on the CD (Digitised documentary)
Method of Calculation/ Assessment	Simple count of documentaries commissioned
Assumptions	There is content available and the equipment to produce the documentary
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired Performance	To have a documentary screened biennially
Indicator Responsibility	Director: Cultural Affairs

Indicator Title	Increased number of productions staged at NC Theater
Definition	Refers to musical, drama and dance productions staged at the Northern Cape Theater
Source of data	Scripts, Posters, Pictures
Method of Calculation/ Assessment	Count the number of productions staged
Assumption	There are script writers, performers, production crew and the receptive audience
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	All the districts

applicable)	
Reporting Cycle	Annually
Desired Performance	Increased access to the market
Indicator Responsibility	Director: Cultural Affairs

Indicator Title	Increased number of tourism routes created
Definition	Linking the heritage and cultural attractions within one vicinity to create a chain of activities
Source of data	Concept document, Report on Declaration of routes
Method of Calculation/ Assessment	Simple count of routes created
Assumption	Sites have been prepared and meet the legislative requirements
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	All districts
Reporting Cycle	Annually
Desired Performance	Declaration of tourism routes in the province
Indicator Responsibility	Director: Cultural Affairs

Indicator Title	Increased number of public institutions hoisting the flag and observing the national anthem
Definition	Refers to institutions that are hoisting the national flag and observing the national anthem to promote social cohesion and nation building
Source of data	Report, pictures
Method of Calculation/ Assessment	Simple counting of institutions
Assumption	There is infrastructure and supply of flags to the institutions
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	All districts
Reporting Cycle	Quarterly
Desired Performance	All public institutions to hoist flags and observe the national anthem
Indicator Responsibility	Director: Cultural Affairs

Indicator Title	Increased and sustained participation in sport and recreation programmes
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Definition	Refers to an increase in the number of people that participate in sport and recreation events that are implemented to promote healthy lifestyles. The number of people excludes spectators. Events could include, but are not limited to: Indigenous Games'; Golden Games, Big Walk, Recreation Day, hub & club tournaments, Cycling competitions, Fun runs, Sport-specific events, Sports for all projects, Sports for social change and development, Modified sport, Sport and Recreation outreach, Mass mobilization, Club Development leagues, Rural Sport Development Programme events, School sport tournaments and championships etc.
Source of data	For club development and recreation event: Signed attendance registers and/or team register Close out reports School sport: Signed attendance registers and/or team register
Method of Calculation/ Assessment	Simple count of the number of people on the register
Assumptions	The department organises the sport and recreation events and people are willing to participate at the events
Disaggregation of beneficiaries (where applicable)	Target for Women = 110 000 Target for Youth = 165 000 Target for People with disabilities = 10 000
Spatial Transformation (where applicable)	All districts
Reporting Cycle	Quarterly
Desired Performance	An increased number of participants at sport and recreation events
Indicator Responsibility	Director: Sport and Recreation

Indicator Title	Increased number of public institutions that have been named/renamed
Definition	Refers to public buildings, schools, libraries, streets, municipalities, towns etc. that are named or renamed for transformation of heritage landscape
Source of data	Concept document, Report, pictures
Method of Calculation/ Assessment	Simple counting of institutions
Assumption	Consultation with communities, compliance with legislation and approval of the Surveyor-General
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	All district
Reporting Cycle	Annually
Desired Performance	To produce a gazette and updated maps
Indicator Responsibility	Director: Cultural Affairs

Indicator Title	Increased number of inspections conducted in the client offices
Definition	Refers to the inspections done in the client departments and municipalities to ensure compliance with the prescripts of the Archives Act
Source of data	Inspection Reports
Method of Calculation/ Assessment	Count number of inspections conducted.
Assumptions	The departments and municipalities are implementing records management practices
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	All the districts
Reporting Cycle	Quarterly
Desired Performance	To have fully compliant departments and municipalities
Indicator Responsibility	Provincial Archivist

Indicator Title	Increased number of active library service points
Definition	Refers to the number of library service points that are operational and accessible to the communities in the province.
Source of data	Database of libraries sites
Method of Calculation/ Assessment	Count the number of active libraries in a database
Assumptions	Database of library sites is kept and updated regularly
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	All the districts
Reporting Cycle	Annually
Desired Performance	To have 230 operational libraries by 2025
Indicator Responsibility	Director: Library and Archive Services