



## Sport, Arts and Culture

Department:  
Sport, Arts and Culture  
NORTHERN CAPE

# STRATEGIC PLAN 2025-30



# **Department of Sport, Arts and Culture Northern Cape**

## **Strategic Plan for 2025 – 2030**

**March 2025**



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## Executive Authority Statement

The May 2024 national election results provided a clear message that the electorate expects more from the government. The seventh administration is therefore tasked with regaining the trust of our electorate by the implementation of collaborative programmes that is aimed at addressing there needs in building a better society for all.

This Strategic Plan has been developed at a time when South Africa is facing an important inflection point with the cultural, creative and sport sector. They face a complex interplay of factors that affect their engagement with sports, arts, and culture. While there have been strides in addressing some historical, economic, and social challenges, many disparities remain, particularly when it comes to access, representation, and infrastructure. Addressing these challenges requires ongoing efforts from government, civil society, and communities to create inclusive and sustainable opportunities for all South Africans in these important sectors.

As we embark on this new chapter, guided by the strategic plan for [2025] - [2030], we reaffirm our unwavering commitment to realising the vision of a creative and active society through sport, arts and culture. This vision, the bedrock of our department, guides our actions as we navigate the ever-evolving landscape of sport, arts, and culture and strive to create an enabling environment for the growth and development of our people and our nation.

We acknowledge the challenges that lie ahead, including the need to address and tackle unemployment, poverty and inequality. The strategic plan will strive to promote inclusivity and adapt to the changing needs of our society as well as serve as a road map for our journey, outlining our priorities, strategies, and key performance indicators.

It is a testament to our collective determination to make a meaningful impact on the lives of South Africans and to build a nation that is proud of its heritage, vibrant in its culture, and powerful in sport to unite and uplift.

We will keep promoting an atmosphere where all South Africans can prosper, contribute, and realise their full potential by means of strategic alliances, creative initiatives, and an unwavering dedication to quality.

Let us walk this journey together to change people's lives for the better as we continue to deliver effective sport, arts and culture programmes. We are encouraged by the message delivered by the Premier of the Northern Cape, Dr Zamani Saul, in the 2025 State of the Province Address, when he made a clarion call for all to ensure that there is a greater urgency to address the following:

- Inclusive growth and job creation
- Fighting poverty by tackling high cost of living; and
- Building a capable, ethical and developmental state

These pillars therefore find a distinct expression in our strategic plan as we pursue the vision of building a modern, growing and successful province.

This encapsulates our government's main priorities, which include fostering peaceful communities, creating jobs, and promoting economic expansion.

Through the use of sport, the arts, and culture as catalysts for fostering national pride and social cohesion, identifying and optimising talent, and investigating the value chains of the creative industries for job creation and economic growth, we, as the creative sector, have a significant role to play in advancing this vision.

We have committed ourselves to creating a future where everyone may enjoy and profit from the diversity of our cultural heritage and where everyone can celebrate and access sport. This plan is more than simply a document; it is evidence of our commitment to working together and improving the lives of our residents

The strategic importance of the Department of Sport, Arts, and Culture lies in its ability to foster national unity, stimulate economic growth, promote health and well-being, and preserve the cultural heritage of the nation, while also enhancing the Northern Cape's national presence.

Let's keep working together to accomplish our daily goals of assisting our impoverished, resource-poor areas. Let's keep empowering our communities, assisting them with literacy, and maximising their involvement in sports, recreation, and cultural activities. Let's continue to walk hand in hand with our people as we create a creative, unified, and socially cohesive country where all of our aspirations may come true.



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Mr Mangaliso Matika  
Member of Executive Council  
Department of Sport, Arts and Culture

## Accounting Officer Statement

The overall performance of the Department during the 6<sup>th</sup> administration (2020 – 2025) has seen considerable improvements in service delivery performance, personnel growth as well as improvements in the audit outcomes over that period, achieving two clean audit outcomes in 2021/2022 and 2023/24 respectively. We do note the regression of a unqualified audit opinion with matters of emphasis in supply chain management in the 2022/23 financial year.

As a department, we resolved on strengthening our internal control environment and of working in the achievement of a clean audit outcome for the next strategic period. Our progress and improvement over the past five (5) years has shown a clear commitment in this regard.

Our main focus as 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 (2025 – 2030) 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.

Our targets for MTDP 2025-2030 are therefore adjusted to align ourselves with the Cost containment and austere measures impacts. We however remain resolute that Social Cohesion and Nation Building remains a major thrust and fibre of re- building and constituting a functional nation given our bleak background and emergence. Our plans will therefore in 2025 – 2030 MTDP will still strive to attain reasonable success in achieving our set goals to achieve Social Cohesion and Nation Building. Our high impact programmes to support a modern growing successful

Province must still prioritise provincial priorities amongst those are;

- Providing the Arts and Culture sector with a new and aligned perspective to the Feasibility studies on the three Provincial Liberation Heritage Route projects,
- Providing the Arts and Culture sector with a new and aligned perspective to the rationalisation of the sector.
- Fast tracking of the rationalisation process,
- Creation of virtual platforms as an alternative approach to programming,
- Hosting of commemorative events, community conversations / dialogues on arts, crafts and heritage to promote social cohesion and nation building
- Translation of documents to promote multilingualism
- Enhancing library services by ensuring that materials provided supports the long-term education and reading culture,
- Implementation of the District Development Model
- Construction of the Galeshewe Community Library as well as the implementation of various maintenance projects
- Completion of refurbishment of Masiza Primary School into Frances Baard District office at
- Maintaining internet connectivity to 225 libraries in the Province
- Ensuring that the Sport and Recreation sector responds adequately in addressing the sport and the advancement of the professional level thereof;



- Capacitating our district offices to provide a full basket of services to our beneficiaries and clientele.
- Provision of oversight support towards departmental entities,
- Provision of equipment and attire towards sport and recreation promotion in the Province
- Provision of sustainable recreational programmes and support to sport federations and athletes to participate at all levels
- The New Minister is directing us to focus on an additional sport of Motor racing ,drags and spinning
- The New Minister is also pioneering a key initiative on prioritizing the promotion of issues of Khoi-San people and their leadership

This financial year presents 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 and clientele in a meaningful and sustainable manner.

Lastly, the Department intends to deliver on its core business of social cohesion and nation building. Our marketing and communication and information sharing strategy has been weak and therefore not speaking to the majority citizens of our province. People cannot doubt our impact and question whether we are really visible when they are to provide us with feedback on the delivery of our services. DSAC must therefore jerk up its communication and engage in modern ways of proving credible information to society to regain the confidence of its clients.

We wish to acknowledge the role of all stakeholders who have engaged robustly on the drafting of this annual performance plan. We commit in the implementation of our 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.



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Mr. K. Phiri  
Accounting Officer  
Department of Sport, Arts and Culture

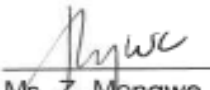
## Official Sign-Off

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 Mangaliso Matika.
- 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 2025 - 2030.



Ms. A. Topham  
Director: Cultural Affairs



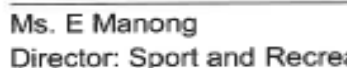
Ms. Z. Mongwe  
Director: Heritage Resource and Museum Services



Ms. J. Villet  
Director: IDMS



Mr. P. Modise  
Director: Library and Archives Services



Ms. E Manong  
Director: Sport and Recreation

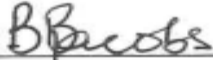


Mr. D. Mdutyana  
Chief Director: Service Delivery Programmes





Mr. A. Coleridge  
Chief Financial Officer



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



Mr. K. Phiri  
Accounting Officer

Approved by:



Mr M. Matika  
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 Northern Cape Provincial Archives Act (Act 7 of 2013) – It provides for the proper management and care of the records of governmental bodies; the preservation and use of a provincial archival heritage; and to provide matters connected therewith.
- 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 Department is mandated to harness arts, culture and heritage as creative practices, which have the social and economic capacities for transforming South Africa into an inclusive society. Hence, the Department will be implementing programmes for the development and sustainability of the arts, culture, and heritage across all districts in the province.

South Africa has made significant strides since the birth of democracy in establishing a non-racial, non-sexist, united and democratic society and improving the lives of all who live in it. The Strategic period 2025 – 2030 marks the last five years on implementation of interventions to realise the outcomes as outlined in the National Development Plan 2030. South Africa has made progress in reducing poverty, extending basic services to reach the majority of South Africans, advancing fundamental rights enshrined in our Constitution. As the country, we still face the unprecedented social and economic challenges. The economy has not grown at a rate fast enough for job creation for working age population. As a result, we are still faced with challenges of poverty, unemployment and inequality.

After the 2024 national elections, the Seventh Administration committed to uphold the following fundamental principles, as agreed in the Statement of Intent of the Government of National Unity:

- Respect for the Constitution, the Bill of Rights, a united South Africa, and the rule of law;
- Non-racialism and non-sexism;
- Social justice, redress and equity, and the alleviation of poverty;
- Human dignity and the progressive realisation of socio-economic rights;
- Nation-building, social cohesion and unity in diversity;
- Peace, stability and safe communities, especially for women and children;
- Accountability, transparency and community participation in government;
- Evidence-based policy and decision-making;
- A professional, merit-based, non-partisan, developmental public service that puts people first; and
- Integrity, good governance and accountable leadership.

Amongst others, the objectives outlined in the Statement of intent include:

- Rapid, inclusive and sustainable economic growth, the promotion of fixed capital investment and industrialisation, job creation, transformation, livelihood support, land reform, infrastructure development, structural reforms and transformational change, fiscal sustainability and the sustainable use of South Africa's national resources and endowments. Macroeconomic management must sustainably support national development goals;
- Creating a more just society by tackling poverty, spatial inequalities, food security and the high cost of living, providing a social safety net, improving access to and the quality of basic services, and protecting workers' rights;
- Investing in people through education, skills development and affordable quality healthcare;
- Building state capacity and creating a professional, merit-based, corruption-free, developmental public service and restructuring and improving state-owned entities to meet national development goals;

- Strengthening law enforcement agencies to address crime, corruption and gender-based violence, and strengthening national security capabilities;
- Strengthening social cohesion, nation-building and democratic participation, and undertaking common programmes against racism, sexism, tribalism and other forms of intolerance; and

The Medium Term Development Plan (MTDP) 2024–2029 was then developed with the objective of providing a strategic approach to guide the work of the Seventh Administration, and to put South Africa on a path of inclusive economic growth and development that can achieve the goals outlined in the Statement of Intent and the National Development Plan.

Five core goals of government were identified namely:

- A more equal society where no person lives in poverty
- A safe and secure environment
- A dynamic, growing economy
- A capable state delivering basic services to all citizens
- A cohesive and united nation

To achieve these five core goals, the MTDP identifies the following three strategic priorities that will be implemented in the strategic period:

- Strategic Priority 1: Drive inclusive growth and job creation.
- Strategic Priority 2: Reduce poverty and tackle the high cost of living.
- Strategic Priority 3: Build a capable, ethical and developmental state.

The mandate of the Department is linked to the strategic priority 2, which focuses on the following seven outcomes:

- poverty and improved livelihoods
- Optimised social protection and coverage;
- Improved access to affordable and quality healthcare;
- Improved education outcomes and skills;
- Spatial transformation for a more just society;
- Skills for the economy; and
- Social cohesion and nation-building

The following interventions were identified to promote social cohesion and nation building:

- 1) Promote and protect South Africa's diverse languages and cultures.
- 2) Implement a national civic education campaign on the Constitution, including at all public and private schools.
- 3) Ensure the sustainability of the public broadcaster to fulfil its mandate and develop funding mechanisms to support local content and the creative industry.
- 4) Invest in shared public spaces such as parks and cultural institutions.
- 5) Promote outreach programmes and protect the documented and untold heritage of the province through archival preservation.
- 6) Promote media diversity and independence.
- 7) Promote programmes to combat racism, sexism and other forms of intolerance.
- 8) Promote programmes for Sports, Arts and Culture

- 9) Promote the involvement of all key stakeholders in the life of our country, representing civil society, traditional leaders, the faith-based sector, labour, business, cultural workers, sports people and other formations representing the diverse interests and voices of our citizens.
- 10) Promote the rights of woman, youth, children and persons with disabilities and the remove of the social, economic, cultural and other barriers to the full participation of in the economy.

The Department has made an immense contribution in relation to job creation, infrastructure delivery and promoting social cohesion and nation building. Our plans for 2025 - 2030 are therefore aligned to the MTDP priorities. Our strategic focus for the financial year will be:

- The roll-out of free internet access in 225 community libraries
- Construction of Galeshewe community Library
- Completion of the refurbishment of Masiza Primary School into Frances Baard district offices
- Refurbishment of the Mayibuye Multi- Purpose Centre and the upgrading of A.R. Abass stadium
- The continuation of operationalisation of Northern Cape Theatre
- Continuation on the implementation of the Community Arts Centre development programme in partnership with the National Department of Sport, Arts and Culture
- Continuation with the National Flagship programmes in collaboration with National Department of Sport, Arts and Culture
- Commemoration and celebration of commemorative events,
- Conducting community conversations and social dialogues
- Provision of Library Services to communities remains a cornerstone upon which many communities depend on
- Procurement of E-books to inculcate a culture of reading in the communities
- Ensuring that the Sport and Recreation sector responds adequately in addressing the sport and the advancement of the professional level thereof
- Support to clubs, federations, schools and hubs
- Provision of oversight support towards departmental entities,
- Provision of equipment and attire towards sport and recreation promotion in the Province
- Provision of sustainable recreational programmes and support to sport federations and athletes to participate at all levels
- Conducting awareness campaigns for promotion of national flag and symbols. 30 Young Creatives will employed to this effect
- Appointment and induction programme to capacitate and create functionality of the newly appointed entity Boards
- Provide support to all Departments, Municipalities and statutory bodies to ensure sound records management, and most importantly, transfer their archival (A20) records to the Provincial Archives Repository
- Appointment of a representative for the Northern Cape to serve on the National Archives Advisory Council (NAAC) reporting to the MEC and National Minister
- Provision of equipment and capacity to digitize all archival records in the repository, to be accessed from all provinces in South Africa
- Formulation of a database for Oral History participants, documenting our untold stories in the province
- Renaming of the Upington and Kimberley airports

## 8.2 Internal Environment Analysis

The Department hosted the planning sessions for all the Programmes on the 07 to 10 October 2024. This enabled broader stakeholder (internal and external) participation and their contribution towards the planning processes. The programmes conducted the SWOT analysis and came up with the following inputs:

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS
Conditional grant funding	Reduction in budget allocation	Accessibility to library & information services	Vandalism
Geographical foot print in the Province (core services)	Constant accruals of year end	Contribution to a literate society	Theft
Free public internet access	Re-prioritization of funds	Integrated programmes	Location
Automated library sites	Maintenance of library sites due to inadequate funding	Phasing out of containers	Political interference
Education & Community development	Lack of security of library sites	PPP's (Public Private Partnerships)	Service delivery protests
Unqualified audit opinion of minor assets (8 years)	Declining services standards	Use of solar energy and renewable energy	Natural disasters
Clean audit outcome	Shortage of professional staff (Libraries, Museums and Archives)	The appointment of a panel to review the content of local authors prior to procurement of books	Under performance due to non-compliance (Internal & External stakeholders)
	SCM's inability to comply with the Service Standards (inability to procure library materials for past 4 financial years)	Skills development	Closure of libraries by Municipalities
	Decline of current book collection	Financial aid towards studies	Cost containment
	Poor state of container libraries	Compilation of a comprehensive strategy for the replacement of outdated and damaged ICT equipment	Reliance from Programmes on Conditional Funding
	Inability to replace ICT equipment as per the Departmental ICT Policy	Employment	Constant decline in Equitable Share funding
			Outdated ICT Equipment
			Poor quality of the content of local authors

The Department of Sport, Arts and Culture achieved a clean audit in the 2023 / 2024 financial year. The audit outcome reflects the success the Department has achieved in improving its administrative efficiency and quality of governance, as well as in delivering on its mandate to the citizens of the Northern Cape. It is an audit, which presents us with the hope that we can regain the trust and

confidence of society in accounting for public funds and to report on our performance. The Department organogram was approved by the MPSA in 2024.

The Budget cut which resulted in a reduction of the compensation of employees for equitable share leading the department to have a very restricted envelope of posts to be filled. Plans are there to fill identified critical posts. High vacancy rate in Programme 1 on critical posts - The provincial policy directives regarding the filling of vacancies are adhered to, although it poses serious challenges on our operations due to critical positions that cannot be filled. As a result, employees are forced to perform duties of additional posts without compensation hence the Department experienced an increased number of grievances in the past financial years. The morale of the staff has been negatively affected.

The Department envisages concluding the employment equity plan for evidence-based decision-making, which will assist, on the achievement of equity targets on the employment of women at SMS level and employment of people with disabilities.

Although the Department achieved a clean audit in 2023/24, internal control measures are strengthened to ensure compliance with the legislations to curb audit exceptions. Asset Management remains a priority for the Department to ensure accuracy and accountability by custodians.

#### **i) Programme 1**

Programme 1 is responsible for oversight to ensure effective financial -, human resource and performance management. The department will appoint 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.

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. The Department is envisaging exploring online system in terms of leave monitoring as a strategy to reduce a huge leave liability and the procurement processes in this financial year. The department also envisages to strengthen units that are severely understaffed i.e. Planning, Monitoring and Evaluation, Finance, Transport and Security Management.

#### **ii) Programme 2**

##### **a) Arts and Culture**

The department hosted a Community Arts Centre Indaba dealing with the Revised White Paper on Arts and Culture; Local Government Framework and Integrating Centres; Developing Networks, Partnerships & Collaborations between various stakeholders and Developing Networks, Partnerships & Collaborations between various stakeholders. The National DSAC has also funded the CAC programme for the past four years and it is concluding in 2024/25 cycle.

The current arts infrastructure in the province is not adequate to address the ever-growing demand thereof in the province this necessitates the need to implement innovative solutions to address this challenge. District CAC networks have been launched, however due to budget limitations the provincial conference is yet to take place where a provincial structure will be elected.

In the Northern Cape, most art centres are managed by the non-profit organizations (NPOs). The most prominent ones in the province are:

- The Dance Garage
- Boitshepo CAC in Okiep
- Nama-Khoi Productions based in Sandrift
- Boeta Gammie Musiek Skool based in Calvinia.
- Masakhane
- Sisonke
- Omama Heemse
- Oasis Skill Development Centre based in Upington
- Ba'One Skills development for Disabled in Magojaneng
- Seoding Youth Development Centre in Seoding
- Bana ba Thari in Tsineng
- Kutlwanong Youth Centre in Cassel
- Love life centres in Olifantshoek and Dibeng
- Pride of Ubuntu
- Teemaneng Arts and Tourism in Galeshewe
- Hands on Drumming Kimberley Academy of Music
- Dance Dynamic in Kimberley
- Southern African San Development Organisation(SASDO) in Platfontein
- Ritchie Youth Development in Richie
- Ditshoswane CAC in Warrenton
- Y-Wait in Pampierstad.

The Frances Baard District boasts of four major art facilities, which are the Mayibuye Multi-Purpose Centre, the Northern Cape Theatre, the William Humphreys Art Gallery, and the Warrenton Cultural Resort. The Pixley Ke Seme District has three significant art facilities, namely the Phillipstown Community Art Centre, the Apollo Theatre, and the Richmond Art Gallery, which are all part of the Modern Arts Project of South Africa.

The Namakwa District has no notable art facility available, there are plans to convert one of the building at the hostel where the District Department is located, into a fully-fledged Community Art Centre that will support the arts sector in the district.

The John Taolo Gaetsewe District has one major art facility called the Thabo Moorosi Multi-Purpose Centre, located in Mothibistad. The facility is owned and managed by the John Taolo Gaetsewe Trust. The memorandum of agreement is still outstanding between the JTG Trust, Northern Cape Arts and Culture Council and the Department to utilise the Centre as a Community Art Centre. Since 2020 there has been an increase in the number of CAC in the District, there are currently eight CACs operational in the JTG District and more community arts organisations has registered NPO and this has increased the scope of the CAC sector in the District.



The ZFM District has no major art facilities and is very much in need of one as the arts sector in ZFM is rapidly growing. There are six important independent art centre managed by NPOs namely, Masakhane, Sisonke, Omama Hamse, Tsantsabane Art and Culture Council and the Oasis Centre.

The language services offered is essential in offering integrated information to the sport, arts, and culture sector. The promotion of multilingualism in ensuring equitable access to government information for all citizens in the province.

The Northern Cape's arts and culture sector faces several significant challenges, but the Community Arts Centre (CAC) program, funded by the National Department of Sports, Arts, and Culture (DSAC), has made important strides in addressing these issues. This initiative has been crucial in establishing district-level CAC networks and fostering collaboration among stakeholders.

The vast distances within the province pose a significant challenge for the programme. High transportation and accommodation costs can really stretch the budget and affect the overall effectiveness of service delivery.

It's crucial that arts and culture facilities are accessible to everyone, especially individuals from marginalized groups such as persons with disabilities, women, and youth. An audit of these facilities will help identify barriers to access and ensure that they meet the needs of all artists and community members. This can include things like ramps, accessible restrooms, proper lighting, and spaces designed for various physical and sensory abilities.

This initiative should not only focus on the physical infrastructure but also assess other factors, such as affordability, availability of programs for marginalized groups, and inclusive programming. By undertaking such an audit, facilities can become more inclusive, empowering artists from these communities to fully engage with the arts and showcase their talents.

Ensuring that artists have access to markets is critical for economic sustainability and career growth. Participation in platforms such as Decorex, Beautiful Things, and the National Arts Festival enables artists to showcase their work to wider audiences and potential buyers. Expanding opportunities for creatives to sell their products through exhibitions, craft fairs, and online platforms will enhance their economic prospects.

The lack of an integrated district development plan often leads to missed opportunities for synergy, which ultimately affects the effectiveness of arts and culture initiatives. When the support for artists and cultural practitioners is fragmented, it becomes harder to create a sustainable and thriving creative sector. Greater coordination and collaboration between the different levels of government could help streamline processes, improve resource allocation, and ensure that policies and programs are aligned. The department should ensure that the districts form part of the municipal IDP development process because a unified approach would also allow for better strategic planning, ensuring that efforts are not duplicated and that resources are maximized.

The programme has not effectively tapped into national and international funding sources. Furthermore, there is insufficient collaboration with sectors such as economic development, tourism, social development, and education. This lack of financial diversification limits the expansion and reach of arts initiatives.

Existing DSAC facilities, including libraries, museums, municipal and district offices, and community arts centres, have not been leveraged to their full potential. These spaces could serve as multipurpose service points to provide artists with information, training, and access to markets. The absence of arts information desks and partnerships with the Library Service Directorate limits

outreach and engagement. Additionally, community halls could be repurposed as satellite theatres in collaboration with local governments to provide performance and exhibition spaces. Enhancing the utilization of these facilities would ensure that artists, especially those in marginalized communities, benefit from existing infrastructure.

Limited access to internet services and digital tools prevents artists in remote areas from benefiting from online opportunities. The absence of digitisation strategies and integration of Fourth Industrial Revolution (4IR) technologies further hampers growth in the sector. Embracing digital solutions is critical for modernizing the arts industry and expanding opportunities.

To address these technological barriers, the programme should prioritize the expansion of digital infrastructure in remote areas. This includes collaborating with service providers to improve internet connectivity and providing community access points for artists. Establishing digital literacy and skills training initiatives will empower artists to utilize online platforms for promotion and sales. Additionally, creating a centralized digital arts platform or marketplace will enhance artists' ability to reach national and international audiences.

There is an urgent need for structured and sustainable training programmes under the Community Arts Centre initiative, focusing on both traditional and contemporary arts disciplines. This includes craft training, such as tufting, as well as digital arts, music production, and performance skills. The lack of a comprehensive creative strategy limits the sector's potential as a driver for economic growth and job creation.

#### **b) Heritage Resource Services**

The purpose of the unit is preserve heritage resources and to accelerate the transformation of heritage landscape throughout the province. All these are done through the support to the Richtersveld World Heritage Site, support to the Provincial Heritage Resources Authority (PHRA) and the establishment and maintenance of the Provincial Geographical Name Change (PGNC) programme.

The Resistance Liberation Heritage Routes remain a key focus area and the department concluded the feasibility studies for the three routes, namely Mayibuye Uprising Memorial; Uppington 26 Monument; and the Langeberg War of 1897 Monument. The Department has concluded and submitted the final report on the feasibility study in line with the terms of reference as stipulated by the National Heritage Council. This has resulted in a process through which the Department articulates the alternative forms of memorialisation within the three identified and approved sites in the Province. The project is currently undertaken through a multi-stakeholders approach in ensuring the project reflects broader community participation and a high level of consciousness. Resistance and Liberation Heritage Route (RLHR) project is a national memory project commissioned by the Department of Sport, Arts and Culture (DAC) aimed at commemorating, celebrating, educating, promoting, preserving and conserving as well as providing a durable testament of South African's road to independence. The project is currently run as a multi- year project directed by contributions and commitments made by various stakeholders and partners in the Heritage sector.

Heritage Services plays a fundamental role in promoting social cohesion through celebration of Heritage Day and Mayibuye Uprising commemoration. There is great need for the maintenance and refurbishment of dilapidating heritage sites. The Department will continue through Ngwao Boswa Kapa Bokone, (PHRA) to preserve heritage resources of the province. The Department will continue to support Richtersveld World Heritage Site (WHS) through transfer and other means. The Department is working tirelessly towards the transfer of the management function and authority

relating to the Richtersveld WHS by the Department Environment Fisheries and Forestry's. DSAC also plays a significant role on the Khomani San World Heritage Site.

### iii) Programme 3

#### a) Library Services

The Library and information Sector in the Province has experienced a steady decline in the standard of services provided at our community libraries over the last MTSF period. This was due to a combination of reasons that include, but are not limited to:

- ✓ Failure by the Provincial Administration to invest in the Sector, resulting in an almost 100% dependence on the Library Conditional Grant;
- ✓ Consistent budget cuts that were exacerbated by the COVID-19 pandemic and subsequent National Lockdown;
- ✓ Consistent loss of Professional Librarians in the Province;
- ✓ Decreased investment in maintenance and other key programmes in the Sector;

Following the declaration of a National State of Disaster from March 2020 until April 2022, the Library and information Sector emerged from this period completely bruised as a result of a massive maintenance backlog, break-ins and vandalism to our facilities.

This period was also followed by budget cuts of just under **R70 million** on the Library Conditional Grant.

It must be mentioned that the budget cuts from the previous MTSF (2019-2024) had resulted in two major impacts:

- I. Two new Community Libraries could not be completed in Nierkerkshoop and Colesberg.
- II. A massive cut in the transfers resulting in Municipalities only being able to make provision for personnel costs in the Business Plans.

Most Municipalities had to release contract staff because of the consistent budget cuts over two consecutive MTSF periods. This meant that Municipalities could not make provision for certain services in the Business Plans, including:

- ✓ Maintenance of facilities;
- ✓ Replacement of equipment and furniture;
- ✓ Contractual obligations (security, telephones, photocopiers, etc.)
- ✓ Rates and Municipal services;

One of the challenges faced during the MTSF period was our inability to meet the target of library materials procured. The Department planned to procure just under 160 000 library materials but only managed to procure 53,5 library materials.

This translates to a 33.5% performance on the procurement of Library materials. The under-performance can mainly be attributed to SCM's inability to procure the library materials.

The challenges faced within SCM also affected other areas of performance like the maintenance of facilities, where targets could not be met as a result of delays in procuring the required building materials required by the IDMS Unit.

Despite efforts by the Department to approach the Technical and Political Clusters and request them for additional funding for the Sector. These efforts were not successful, as the submission never reached EXCO for a decision. This was because of the Political Cluster having directed the MECs

for Provincial Treasury, COGHSTA and DSAC to meet and agree on a single approach before the matter could be supported and tabled at EXCO. This meeting between the former MECs never materialised despite efforts from the Department to facilitate its scheduling.

The Sector currently consists of only 15 Professional Librarians throughout the Province. A total of three (3) Librarians retired since 2019.

The above demonstrates the urgent need for the Department and its partners to implement capacity-building programmes in Sector.

### **Archive Services**

One of the main highlights of the Archives and Records Management Sector over the last MTSF period was the Appointment of the Provincial Archivist in June 2024. This vacancy has been one of the major drawbacks and impeded progress within the Sector over the last five years.

Another major milestone realised within the Sector was the training of staff to implement the Access to Memory (Atom) system, an initiative of the National Archives in 2019 and 2024. This system will ensure that all records in the Archives are uploaded onto the system and access from anywhere in South Africa.

Despite these positive developments in the Sector, several challenges still remain. These include the following:

- The inability of the Department to secure additional funding for the second and third phases of the construction of the Provincial Archives Repository;
- The inability of the Department to secure funding for the implementation of the Access To Memory system (ATOM);
- The inability of the Department to secure funding to enact the Oral history and Outreach unit.
- We could also not secure funding for the appointment of professional and competent Archivists and Records Practitioners;
- Failure by the Department to invest in restructuring the sector into a directorate, resulting in the consistent loss of professional and competent Archivists in the Province
- Failure by local municipalities and some Departments to appoint qualified Records Managers;
- Failure by Provincial Departments to transfer their A20 records to the Provincial Archives;

Our discussions with the North West and Western Cape Archives yielded very little progress as the repatriation of Northern Cape records first need to be digitised (as a first step) whilst we seek funding for more capacity and readiness in order to meet the conditions set down by them.

The Directorate will continue the engagements with both Provinces until we reach a point where communities in the Province are able to access records based in these two Provinces.

### **iv) Programme 4**

The Department continues to strengthen sport development initiatives in the province. Support to Federations, clubs and athletes, together with the staging of leagues and talent identification programmes forms a part of the basket of services provided by the department.

The Department only utilises the conditional grant to implement sport and recreation programmes, as a result, the allocation is insufficient to meet the demands of the sector. Continuous engagements

with the Provincial Treasury will be done to lobby for additional funding on equitable share. The department will further engage Business Sector to fund School Sport, Recreation programs eg IG games and Rural Sport programs. The role of School Sport is limited to rendering support to learners for provincial and national participation, as well as high performance programmes. Cooperation with the provincial Department of Education is very important and a lack thereof often leads to non-delivery and poor reporting.

Due to budget cuts, implementation of the National Youth Camp will be discontinued in 2024/25 financial year.

The Department will continue to support the Hungry Lions, Richmond Ladies and Royal Wizard clubs participating at the first division level to work towards ensuring achievement of the PSL Status. The clubs were supported with R3 mil each in 2023/24. The Northern Cape Sport and Recreation Authority will engage business and mining sector for funding to enable the department to achieve Premier Soccer League Status for the province.

Northern Cape Sport and Recreation Authority will undertake District Consultation process on the amendment of the Northern Cape Sport and Recreation Authority Act towards the finalization of the Provincial legislation, which is to align the provincial process. In line with the South African Sport Federation and Olympic Committee (SASCOC) towards the full realisation of a Provincial Sport Confederation.

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 Department of Sport and Recreation through the School Sport Unit successfully delivered teams to participate at the National School Sport Championships ie Athletics and Swimming. We also further supported the Football U/ 15 teams to participate at the National Championships as result two Northern Cape Athletes Calib Markus and Leonay Knock were selected to be part of the team representing SA at the CAF African School Championships in Namibia.

The Department of Sport, Arts and Culture through the Recreation Unit also managed to successfully implement the Provincial IG Games. A contingent of 388 participants including team managers and official participated at the festival from 24 – 26 September 2024 in Kuruman. The festival was be hosted in collaboration with the Heritage day program.

The Minister of Sport, Arts and Culture Gayton Mackenzie and the Minister of basic Education signed the MOU which will ensure participation of learners in School Sport and Arts and Culture.

Minister Mackenzie emphasized that this MOU marked a milestone in the government of National Unity (GNU's) vision to deliver equality of access for all young people particularly those in Rural and Underprivileged areas.

The key to transforming SA sport is to ensure that as many schools participate in sport in ensuring learners from rural areas have access to sport facilities and participate in sport at school level.

School Sport is the bedrock of Sport Development. School Sport Indaba resolved that there is a need to ensure participation of learners at a Local and District level through the District School Sport Leagues.

We are looking forward to strengthening the relationship with the Department of Education and ensure implementation of the MOU. The Department of Sport, Arts and Culture will further also ensure participation of Athletes in Sport through the implementation of Leagues via the Club Development Unit.

The Department through the Northern Cape Sport and Recreation Authority continues to provide support to the athletes for participation at international level. The following athletes were supported:

- Ms Tricha Richards, a NC Junior Olympic gymnast from Rhythmia Gymnastics club who was selected by Gymnastics SA to represent South Africa at the 17th African Championships for Rhythmic in Kigali, Rwanda from 28 – 30 June 2024
- Ms Boipelo Awuah , our local female skateboarding sensation who represented South Africa at the 2024 Paris Olympics
- Mr Donavin George , who was the South Africans Men's Hockey Team Manager at the 2024 Paris Olympics and Mr Hugh Everson who was the Senior Physiotherapist of Team South Africa at the 2024 Olympics
- Willice Munyisa from JTG and Provincial Secretary was appointed as National Coach for the SA Junior & Cadet Table Tennis Team at the African Youth Championship in Botswana in July 2024.
- Lyndon Fredericks will be representing South Africa in the over 35s Masters at the Hockey World Cup in Cape Town in October 2024.
- Mr Arthur Jantjies from the Kgosi Galeshewe Athletics Club in Kimberley for obtaining position 6 at the Two Oceans Marathon in the 21.1 km race.
- Floors Gymnastics Club which will participate in the XI International Gymnastics for All Forum,taking place in the city of Campinas – Brazil, from 17 - 20 of October 2024. The team consists of 13 gymnasts and 4 officials.
- Mr Rihaan Richards who was re-elected as the President of Cricket South Africa in September 2024

## 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



Programme	Sub-programme
<b>3. Library and Archives Services</b>	3.1. Management 3.2. Library Services 3.3. Archives
<b>4. Sport and Recreation</b>	4.1. Management 4.2. Sport 4.3. Recreation 4.4. School Sport

## 9. Institutional Performance Information

### 9.1. Measuring the Impact

<b>Impact statement</b>	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. An Effective and compliant financial management and human resource	Clean Audit Opinion	Clean Audit	5 Clean Audit Opinions
2. Increased economic impact of arts and culture sector	Number of artists producing music on digital platforms	13	20
	Number of crafters selling products in the craft hub	100	10
	Number of productions staged at NC Theatre	20	40
3. A diverse socially cohesive society with a common identity	Increased number of public institutions hoisting the flag and observing the national anthem	10	50
	Increased and sustained participation in sport and recreation programmes	56 628	50 000
4. Transformed, capable and professional Sport Arts and Culture Sector	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	225	230

### 9.3. Explanation of planned performance over the medium term period

The following are the plans for the next MTEF period:

Programme 1 remains to be understaffed and due to budget constraints, priority will be given to critical posts to strengthen the affected components. As a result, this puts more strain on the existing staff within the components. The department envisages to conduct skills audit and matching and placing exercise to identify suitable staff from other components to fill the critical vacancies.

- Reduction of irregular expenditure and accruals for the MTEF.
- Strengthen IT systems within our institution through the established governance structures
- Strengthening asset management to ensure custodians account for assets allocated to them and proper disposal processes are followed.
- Timeous payment to service providers.
- Filling of vacant funded posts and job evaluation of all identified posts.
- The department will further embrace and implement appropriate, practical and agile approaches to human resources and employee relations. Employees matters continue to be a priority and further work will be done on diversity management, providing employee wellness services, targeted educational information sessions on health, wellbeing and financial matters as well as campaigns on good workplace relations and practices.
- Support the community arts development programmes implemented in the province
- Continued support for operationalization of Theatre, craft hub and the music studio
- Implementation of the provincial flagship programmes
- Support to the Northern Cape Film Commission or film office
- Commemoration and celebration of national and historical days as well as conducting community dialogues and conversations to promote social cohesion and nation building
- Conducting live exhibitions and implement initiatives to raise awareness of the national symbols
- Renaming of the Kimberley and Upington airports
- Implement the alternative forms of memorialization for Mayibuye Uprising, Upington 26 and Langeberg war of resistance Liberation and Heritage routes
- Heritage outreach programmes are aimed at educating learners about their own history and heritage and promotes social cohesion by bringing learners from different backgrounds and races together.
- Honouring heroes and heroines contributes to socially cohesion by informing the community or society about their own fallen heroes and heroines who would have honoured or celebrated by their communities.
- Continuous support to federations, schools, hubs and clubs with equipment and attire
- Implementation of sport academy programmes to support athletes and provide training to technical officials
- Support to sport academies and athletes development programmes to support talent identification in the province
- Providing sustained support towards promoting professional sporting codes in Football, Rugby, Netball and Cricket
- Establishment of School Sport structures to support implementation of Wednesday

Leagues at all public schools, focusing mainly on Quintile 1 - 3 schools

- Support school sport teams to participate at the national autumn and summer championships.
- Implementation of school sport and club development leagues in all the Districts
- Continuous support to the Hungry Lions, Richmond Ladies, Royal Wizard, Upington City clubs participating at the first division level to work towards ensuring achievement of the PSL Status
- Strengthen partnership with DOE for successful implementation of the MOU between the two Departments
- Strengthen relations with Federations and other stakeholders for improved service delivery within the sector in the province.
- Finalization of the Amendment to the Northern Cape Sport and Recreation Authority Act
- Finalization and approval of the Club Development Policy
- Maintenance of AR ABASS
- Support 16 Priority Codes as guided by National DSAC

In terms of the Archives section for training our client offices, we will continue to train the municipalities, departments, office of the MEC's and statutory bodies in Records Management, but focusing on specific areas like; appraisal and disposal of records, RCS (records control schedule) and process to follow before implementing electronic records management systems.

This is pivotal because we are now 30 years into democracy and most of our client bodies have not yet transferred records to Khotso Flatela Archives, specifically, records created in the last 30 years. We totally understand that the lack of appointed Records Managers in most client offices delay the process of transferring archival records (A20) to the repository; which in turn also creates a lack of compliance to the Provincial Archives Act.

Compliance monitoring will continue at all our client offices, as per legislative requirements and to advice, guide and support all client offices on ensuring sound records management. Support to clients is limited from the Provincial Archives due to limited capacity and this delays assistance in the process of fast-tracking records management remedial actions at client offices. Provincial Archives.

The Provincial Archives Act requires that the Provincial Archivist approve all classification systems; however, classification systems are not submitted to Provincial Archives for amendments/approvals because there are no appointed Records Managers in the client offices to enact this process. Hence, we limit our quarterly output target to one per quarter.

In collaboration with National Archives, our stakeholders and client offices, we celebrate annual archives week as a country and province to promote the importance of sound records management and archives in the Northern Cape. As well as marketing the discipline at school level and encouraging the usage of the archives at the repository. The Archives section has limited capacity to implement the program, therefore the advocacy and outreach unit is not fully activated to include all our five (5) districts in our provinces.

With data coding we assign a unique categorical code to data to facilitate and to align with our current systems at the archives. Once new archival records are received by client offices of private bodies, our office data code these archives/data to facilitate easy access and retrieval. This function will continue with limited capacity and manually; as we do not have a software tool to

perform this function. It is also a strenuous exercise based on the type and linear metres of archives received.

Due to the fact that our resources are limited; the office can only minimize outputs and partially address all challenges faced by our client offices. However, we are confident that with the resources received our outputs will be met with creative thinking and initiatives that are within our control.

Library Services sub-directorate is faced with considerable pressure from municipalities regarding lack of funding for the sector. In our consultation with municipalities, they have continuously voiced their concern that the Department must take over the function. The Directorate has sent communication to the various clusters to address the issues of funding that has marred the sector over the last three decades. We have tabled this funding matter for discussion on the various political, economic and financial clusters in the Province.

We have planned to construct the Galeshewe Community Library in the current financial Year. Due to lack of enough funding for the project, we have planned to finish the project in a period of three years. It should be brought to your attention that we also had planned to commence with the construction of Colesberg and Niekerkshoop libraries but the budget cuts that we faced under the conditional grant has made it impossible. We will continuously engage with the National Department in this regard.

Through our monitoring visit reports and assessments done by the IDMS directorate, the maintenance of our library facilities has been a major challenge to implement all the sites. The challenges are also faced with slow SCM processes for the procurement of maintenance materials. Our target for the financial year is 15 although we are constantly faced with emergency repairs in some of the libraries caused by natural causes like rain and storms. We are still confident that the measures in place will address all maintenance challenges in our libraries.

The rollout of internet in community libraries has been going as planned despite some electricity and infra structure problems. Through daily monitoring by the Departmental ICT Unit and Vodacom, connectivity problems are being attended to timeously. The Departmental ICT Unit has also been restructured to attend to ICT and connectivity problems more effective and efficiently. We are confident that the target will be reported with few challenges.

The number of library materials procured annually, is not in line with the normal collection development standards. The Department over the past few years have been disposing more books than what is being procured. The current tender processes have proven that it's not yielding the results that were expected. In an attempt to rectify this, the Terms of Reference of the new tender advertisement will be amended to incorporate the relevant suppliers in the book industry.

A Service Level Agreement with Booktalk for e-content has been signed for a 3-year period which ends on the 31 March 2027. To date, the website to access the digital content has been developed. The Patron Authentication option was selected and the System Administrator is currently in a process of uploading all active library membership numbers. This will allow users to register on the website to access the digital content. However non registered members will have the option to register online. Whilst this process is underway, digital content is still being selected for the launch of this project. Staff members are attending training webinars to equip themselves with this new digital platform. Upon completion of the selection process, the content on our website will be readily available for registered patrons to access the e-books. The launch of the e-content will be a first for the Province, which is in line with the vision of a modern growing society.

The rollout of SLIMS and automation of libraries has only been delayed with the signing of new 3 year agreement between SITA and the department. Training was scheduled for the 2nd and 3rd quarter of the fiscal year. The identified sites were not configured on SLIMS due to the absence of the said Service Level Agreement. These sites have been configured and data migration has been completed on 29 October 2024. The SLIMS and training will commence in November 2024 to meet the annual target of 20. The challenges with the implementation of the automation of sites are mainly due to electrification, vacancies, ICT equipment and technophobia. The plan is to migrate all the 225 sites to SLIMS by end of financial year 2025/26. It is anticipated that over the MTSP all 230 sites will be automated if all challenges have been addressed. On completion of the automated sites, this target will change to the maintenance of automated libraries and refresher training will form part of the operational plan.

## 10. Key Risks

Outcome	Key Risk	Risk Mitigation
An Effective and compliant financial management and human resource	Declining services standards	Skills development Strengthening internal control measures
	Constant accruals of year end	Ensure compliance with year end disbursement processes
Increased economic impact of arts and culture sector	Unpredictability of customer spending patterns	Developing a Provincial Cultural Creatives Strategy
	Exchange rates/ instability of the value of the rand	Establishment of a Arts Bank for the supply of raw materials in bulk Solicit funding to be able to subsidise the purchase of raw materials Digital marketing Development of digital procurement platforms
	Price increases for raw materials Piracy	
	Insufficient funding to implement sustainable job creation programmes	
	Lack of facilities and equipment	Solicit strategic private, public partnerships
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
	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

Outcome	Key Risk	Risk Mitigation
Integrated and accessible Sport Arts and Culture infrastructure and information	Burning of facilities during protests and vandalism Theft	Community outreach programmes be held in affected areas Put proper security measures such as alarm bodies, security alarms, burglar doors, etc.
	Limited resources for full activation of all libraries	Engagement with Provincial Treasury and Office the Premier for additional funding to address schedule Phased-in approach to optimal usage of especially new libraries
	Lack of trained and skilled Records Staff	Explore on the job training and prioritize on the job training through WSP
	Budget cuts	Engagement with the National Department and Treasury on the procurement of books. Approval to be sought to exclude BBEE and be limited to the suppliers/publishers in the book industry
	Library sites with no electricity	Alternative renewable energy source to be utilized to ensure automation and connectivity at libraries
	Loss of records with enduring value	Allocation of resources to address physical infrastructure requirements
	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
	Over-reliance on conditional grant and insufficient equitable share budget allocation	Solicit external funding/ sponsorship



## 11. Public Entities

Name of Public Entity	Mandate	Key Outputs
McGregor Museum Public Entity	The Museums Ordinance Act 8 of 1975	<ul style="list-style-type: none"> <li>• Access to the museum's collections in the fields of natural and cultural history - hosting of researchers and visitors</li> <li>• Hosting and maintaining of exhibitions</li> <li>• Development of brochures</li> <li>• Implementation of outreach programmes</li> <li>• Development and maintenance of natural and cultural history collections</li> <li>• Updated collection databases</li> <li>• Completed heritage impact assessments</li> <li>• Published peer-reviewed and popular articles</li> <li>• Oral history projects</li> <li>• Collaborative research projects</li> </ul>
Northern Cape Sport and Recreation Authority	Northern Cape Sport and Recreation Authority Act (Act 4 of 2015)	<ul style="list-style-type: none"> <li>• Support to School Sport Games (Medical Support)</li> <li>• Remuneration of School Sport Coordinators</li> <li>• Support to Youth Camps (Medical Support)</li> <li>• Support to tournaments and leagues (Medical Support)</li> <li>• Training of coaches, trainers and technical officials</li> <li>• Remuneration of Recreation and Club Development Coordinators</li> <li>• Support to provincial federations and sport councils</li> </ul>
Northern Cape Arts and Culture Council	The White Paper on Arts, Culture and Heritage	<ul style="list-style-type: none"> <li>• Upgrade/maintenance of Northern Cape Theatre</li> <li>• Arts and Culture infrastructure upgraded/maintained</li> <li>• Utilisation of Warrenton Cultural Resort</li> </ul>

Name of Public Entity	Mandate	Key Outputs
		<ul style="list-style-type: none"> <li>• Management and support to Music, Dance and Drama academies at Mayibuye Centre</li> <li>• Effective financial, human resource and planning systems in place</li> <li>• Funding model developed and implemented</li> <li>• Development and support of identified enterprises and CACs</li> <li>• Marketing campaigns implemented</li> <li>• NCACC web site developed and maintained</li> <li>• Fundraising projects initiated</li> <li>• Governance meetings held</li> <li>• Arts and Cultural infrastructures upgraded/maintained</li> <li>• Productions/events hosted</li> <li>• Occupational Health and Safety Plans completed</li> <li>• Artists supported to attend National/ International events</li> <li>• Arts and Culture practitioners benefiting from capacity building programmes through PCIPP and Mayibuye community arts centre</li> <li>• Schools benefiting from PCIPP outreach programmes</li> <li>• Annual music and dance productions implemented</li> <li>• Stage productions implemented</li> <li>• Music Hubs managed by PCIPP</li> <li>• Dance and music enrolments for the academic year</li> <li>• District Academies established and managed for music and dance</li> <li>• Music outreach programmes implemented in schools</li> <li>• Assistance provided to community music competitions</li> <li>• Schools benefiting from community arts outreach programmes</li> </ul>
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)	<ul style="list-style-type: none"> <li>• To facilitate the transformation of heritage sector in the province.</li> <li>• NCHRA Council meetings held</li> <li>• Heritage resources inspected</li> <li>• Formal partnership agreements with owners (individuals and/or communities) of provincial heritage sites</li> <li>• Compliant section 34, 37, 31, 27, 28, 30 permit applications processed within 60 days</li> </ul>

Name of Public Entity	Mandate	Key Outputs
		<ul style="list-style-type: none"> <li>• Compliant development section 38 (built environment) applications commented on</li> <li>• Complaints on unauthorised work carried out on 60-year structures, listed and protected heritage resources - attended and recorded within 90 days.</li> <li>• Building Heritage Resources and building Capacity - workshops for capacitating Council and Committee members staff, local authorities and communities</li> <li>• Formal partnership agreements with strategically identified institutions</li> </ul>

## Part D: Technical Indicator Description (TID)

<b>Indicator Title</b>	Clean Audit
<b>Definition</b>	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.
<b>Source of data</b>	Annual report. AG management reports/ audit opinion
<b>Method of Calculation / Assessment</b>	An audit outcome counts for one clean audit opinion equals 1, otherwise zero
<b>Assumptions</b>	Effective and efficient systems are in place to provide reliable and accurate non-financial and financial performance information
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	To maintain a clean audit outcome throughout the MTSF
<b>Indicator Responsibility</b>	CFO, Chief Directors and Senior Managers

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

<b>Indicator Title</b>	Number of crafters selling products in the craft hub
<b>Definition</b>	Refers to the number of crafters selling their products at the craft hub and local, national and international platforms
<b>Source of data</b>	Information is collected from supported rendered
<b>Method of Calculation/ Assessment</b>	One set of evidence for an exhibition counts for one
<b>Means of verification</b>	Programme List of people Reports
<b>Assumption</b>	There are artist and crafters willing to exhibit and sell their work
<b>Disaggregation of beneficiaries (where applicable)</b>	Total woman = 40% Total youth = 60% Total people with disabilities = 2%
<b>Spatial Transformation (where applicable)</b>	All Districts
<b>Calculation Type</b>	Cumulative (Year- End)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Increased economic impact of arts and culture sector
<b>Indicator Responsibility</b>	Director: Cultural Affairs
<b>Indicator Title</b>	Number of productions staged at NC Theatre
<b>Definition</b>	Refers to musical, drama and dance productions staged at the Northern Cape Theatre
<b>Source of data</b>	Scripts, Posters, Pictures
<b>Method of Calculation/ Assessment</b>	Count the number of productions staged
<b>Assumption</b>	There are script writers, performers, production crew and the receptive audience
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	All the districts
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	Increased access to the market
<b>Indicator Responsibility</b>	Director: Cultural Affairs

<b>Indicator Title</b>	Number of productions staged at NC Theatre
<b>Definition</b>	Refers to musical, drama and dance productions staged at the Northern Cape Theatre. To allow more creatives a platform for artistic expression and to tell unique stories of the province and its communities. Also as a medium to educate, create awareness and create dialogue on social, economic and political issues affecting the society.
<b>Source of data</b>	Scripts, Posters, Pictures
<b>Method of Calculation/ Assessment</b>	Count the number of productions staged
<b>Assumption</b>	There are script writers, performers, production crew and the receptive audience
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	All the districts
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	Increased economic impact of arts and culture sector
<b>Indicator Responsibility</b>	Director: Cultural Affairs

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

<b>Indicator Title</b>	Increased and sustained participation in sport and recreation programmes
<b>Definition</b>	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.
<b>Source of data</b>	<b>For club development and recreation event:</b> Signed attendance registers and/or team register Close out reports  <b>School sport:</b> Signed attendance registers and/or team register
<b>Method of Calculation/ Assessment</b>	Simple count of the number of people on the register
<b>Assumptions</b>	The department organises the sport and recreation events and people are willing to participate at the events
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for Women = 40 000 Target for Youth = 100 000 Target for People with disabilities = 10 000
<b>Spatial Transformation (where applicable)</b>	All districts
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	An increased number of participants at sport and recreation events
<b>Indicator Responsibility</b>	Director: Sport and Recreation

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

<b>Indicator Title</b>	Increased number of active library service points
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<b>Definition</b>	Refers to the number of library service points that are operational and accessible to the communities in the province.
<b>Source of data</b>	Database of libraries sites
<b>Method of Calculation/ Assessment</b>	Count the number of active libraries in a database
<b>Assumptions</b>	Database of library sites is kept and updated regularly
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	All the districts
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	To have 230 operational libraries by 2030
<b>Indicator Responsibility</b>	Director: Library and Archive Services