

DEPARTMENT OF CULTURAL AFFAIRS AND SPORT

SERVICE DELIVERY IMPROVEMENT PLAN (SDIP):

Service One: Access to Cultural Facilities

Service Two: Museums Education Programme

01 April 2018 - 31 March 2021



WE CARE



WE BELONG



WE SERVE

| DOCUMENT CONTROL | |
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Table of Contents

| | |
|---|----|
| Official Sign Off | 4 |
| 1. Introduction | 6 |
| 2. Approach in developing the Department of Cultural Affairs and Sport SDIP | 6 |
| 3. Services and Situational Analysis | 9 |
| 4. Action Planning | 21 |
| 4.1. a) Key service 1: Access to Cultural Facilities | 21 |
| 4.2. a) Key service 2: Museums Education Programme | 31 |
| 5. Conclusion | 41 |

Acronyms

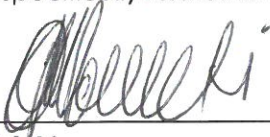
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|-------|---|
| APP | Annual Performance Plan |
| ASD | Assistant Director |
| BPO | Business Process Optimisation |
| BPAIN | Batho Pele Impact Assessment Network |
| DCAS | Department of Cultural Affairs and Sport |
| DotP | Department of the Premier |
| DPSA | Department of Public Service and Administration |
| EPWP | Expanded Public Works Programme |
| NGO | Non-Governmental Organisations |
| SDIP | Service Delivery Improvement Plan |
| SOMS | Directorate: Strategic and Operational Management Support |
| SRSA | Department of Sport and Recreation |
| WC | Western Cape |
| WCCC | Western Cape Cultural Commission |
| WCG | Western Cape Government |

Official Sign Off

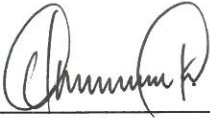
It is hereby certified that this Service Delivery Improvement Plan:

- Was developed in collaboration between representatives from the Business Units; and Directorate Process Design and Improvement within the Department of the Premier (DotP).
- Was prepared in line with the current Strategic Plan (2015-2020) and the Annual Performance Plan (2018/19) of the Department of Cultural Affairs and Sport.
- Is compiled with the latest available information from Departmental Business Units and related statutory sources.

We as the process owners agree with the above statements as well as with the contents of the SDIP that specifically relates to our Programme and **recommend** accordingly:



Jane Moleleki
Service 1: Access to Cultural Facilities
Date:



Mxolisi Dlamuka
Service 2: Museums Education Programme
Date: 12 March 2018

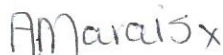
Approved by:



Mr BC Walters
Accounting Officer: Department of Cultural Affairs and Sport
Date:

12/03/2018

Authorised by:



Ms A Marais
Executive Authority: Department of Cultural Affairs and Sport
Date: 13.03.2018.

1. Introduction

In accordance with the Public Service Regulations, 2016 (Part 3, Section 38), Executive Authorities are required to ensure that their respective departments establish and maintain Service Delivery Improvement Plans (SDIPs) that are aligned to the Strategic Plan.

The Service Delivery Improvement Plan (2018-2021) for the Department of Cultural Affairs and Sport is informed by the 2015-2020 Strategic Plan, and is aligned to the Annual Performance Plan for 2018/19.

The goal of SDIP is to provide a mechanism for continuous, incremental improvement in service delivery. For SDIP purposes the service is something that is done for others. The Department's SDIP will focus on improving access to cultural facilities and museums education programme for the next three years. The services selected by the Department for improvement are linked to its role and function and correspond to its legislative mandate.

2. Approach in developing the Department of Cultural Affairs and Sport SDIP

The Department of Cultural Affairs and Sport used the following approach in developing its SDIP:

a) Preparatory work

Step 1:

A Director-General's circular on SDIP was released to the departments in December 2017. The Departmental Top Management met and identified two services for SDIP Cycle (2018-2021), namely:

- Access to Cultural Facilities; and
- Museums Education Programme.

Step 2:

An SDIP discussion was held the BPIAN meeting in December where it was agreed that a SDIP workshop would be held to discuss the compilation of SDIPs in detail. The workshop, which was also attended by DPSA, was held on 30 January. The SDIP session sought to provide the SDIP Coordinator with guidance on the process forward and the arrangement of dates for follow-up consultations with Line Managers.

Step 3:

On 28 February 2018, an SDIP workshop was held with the representatives from the Business Units (Line Managers), where Directorate Process Design and Improvement facilitated the population of the SDIP Template with the required service information. At the end of the SDIP workshop, Business Units were requested to go back to their respective directorates to review and consolidate the information in the SDIP Template.

Step 4:

In February 2018, the consolidated draft SDIP was submitted by the Department to the Directorate Process Design and Improvement for quality assurance. The feedback consultation to consolidate inputs from the quality assurance was held with the individual Line Managers from the respective Business Units.

The rationale for the two selected services was discussed at the engagement with the business unit. The systematic evaluation of the education service provided by the Department is essential to ensure a relevant and meaningful service is provided. The Department seeks to measure the utilisation of the programmes by museum staff and also its value to the recipient school groups.

Step 5:

During the first week of March 2018, the Directorate Strategic and Operational Support facilitated the approval of the SDIP by the relevant signatures from the Department i.e. the Head of Department and the Executive Authority.

Step 6:

The Directorate Process Design and Improvement facilitated the submission of the SDIP to the Department of Public Service and Administration (DPSA) in March 2018.

Copies of the approved SDIPs (as signed by the relevant signatories) were provided to the relevant SDIP Line Managers, as well as Strategic and Operational Management Support.

Step 7:

The SDIPs forms part of the Department of Cultural Affairs and Sport Annual Performance Plan. The relevant services and standards for improvement forms part of the relevant areas Operational Plans.

b) Details of SDIP team

A cross-cutting team was constituted which had representatives from the relevant Business Units, namely:

| Business Unit | Name | Designation | Gender | Race (previous classifications) |
|---|------------------|---|--------|---------------------------------|
| Service One: Arts, Culture and Language Services | Jane Moleleki | Director | F | B |
| | Nerine Jeaven | Deputy Director | F | C |
| Service Two: Museums, Heritage and Geographical Names Services | Mxolisi Dlamuka | Director | M | A |
| | Charlene Houston | Deputy Director | F | C |
| Service One and Two | Guy Redman | Chief Director | M | O |
| Directorate Strategic and Operational Management Support | Shaun Julie | Director | M | C |
| | Stephanie Thomas | Deputy Director | F | C |
| | Lee-Ann Doty | Assistant Director | F | C |
| Directorate Process Design and Improvement (DotP) | Nelson Mtongana | Deputy Director | M | B |
| | Athi Sokutu | Chief Organisation Development Practitioner | F | B |

The representatives are mainly from the Middle to Senior Management Services echelon ranging from Chief Organisation Development Practitioner to Senior Manager. This arrangement helped to maintain continuity in the project and consistent representation.

c) Communication Plan

| Lead Programme | Who (target market) | What (message/call to action) | When (go live date) | Where (location/channel e.g. radio; e-mail) | Why (desired outcome) |
|---|---------------------------------|---------------------------------------|--|--|---|
| Management (Service one and two) | Frontline officers | Contents/actions of SDIP | <ul style="list-style-type: none"> Implemented with immediate effect. Monthly follow up meetings | DCAS head office/ facilities | To ensure buy-in, cooperation and implementation Proper monthly progress reports. |
| Directorate: SOMS | Employees within the Department | Contents/actions of SDIP and progress | Effective from 1 April 2018 | Head office via e-mails | To ensure buy-in, cooperation and implementation |
| <ul style="list-style-type: none"> Management (Service one and two) Directorate: SOMS | Citizens/targeted beneficiaries | Contents/actions of SDIP and progress | March 2018 | <ul style="list-style-type: none"> Thusong Centres Community conversations Head office via publications | To ensure realisation of Batho Pele principles e.g. access, transparency |

d) Implementation plan

The facilities present multiple opportunities. To facilitate the optimal utilisation of the cultural facilities, by all sectors of the community there is a need to improve on administrative processes associated with the booking and usage of the facility by members of the public by integrating people, place, process and technology. Shortcomings are to be addressed by exploring how systems could be adjusted, modernised and technology could be more effectively utilised to make the access for communities more client friendly.

Implementation of the improvements to Educational Programme evaluation will be led by the Department's Education officer, working in cooperation with museum managers at affiliated museums. Implementation will be focused on consolidating current ad hoc processes and on progressively improving access to programme materials through language translations, audio recordings and Braille as required. Ad hoc evaluations will be regularised through training and the use of evaluation tools and increasing the practice of conducting evaluations at affiliated museums.

Furthermore, the SDIP will be implemented as per the communication, reporting, monitoring, and evaluation plans described in this section.

e) Reporting Plan

The Department will continue with its existing plan and processes regarding reporting progress and other circumstances/issues pertaining to the implementation of the departmental SDIP's. The existing arrangements were successfully used with the implementation of progress reporting during the term of previous SDIP projects.

Further reporting to HOD in EMT will take place so that management can take informed decisions regarding client relations/interaction and/or service delivery improvements in other service delivery processes/areas within the Department. It can also serve as information to assist management to rethink/review specific activities or measures/methodologies in order to enhance service delivery improvement. This information is also important for purposes of drafting the Departmental Annual SDIP Report where all of these aspects should be covered in the report.

Progress regarding implementation of the SDIP's is quarterly reported to the WC: BPIAN (BATHO PELE Provincial meeting of Departmental representatives) and annually to DPSA as is required.

f) Monitoring Plan

SDIP monitoring will take place as outlined in the section above, as well as through the Annual Reporting process of the Department.

The following areas will be monitored and reported at EMT, on an annual basis:

- I. Actual implementation and compliance to ensure implementation of the approved new SDIP processes.
- II. Process performance to ensure that the new process that is implemented is working well and that there are no negative effects on service delivery or on other processes.

g) Evaluation Plan

The Department compiles three-year evaluation plans and conducts one evaluation per year. The Department's monitoring and evaluation sub-directorate manages the evaluation process within the Department. The evaluation of the SDIP will be considered by the Department as part of its existing evaluation process.

h) Change Management Plan

Not applicable. However, the following is relevant:

- Upon reviewing the operational management of the facilities, a business analyst was assigned to the Department who developed a business case for an on line booking system as was identified. The review of the booking process necessitated a review of the policy as well as the tariffs and operational functioning.
- The Department's Education officer has designed tools to enable evaluation programmes and has inducted staff who need to use these. Museum Managers have been engaged and have committed to implementing regular evaluations.

3. Services and Situational Analysis

a) Listed Services

i. Strategic overview

Vision

A socially inclusive, creative, active and connected Western Cape.

Mission

We encourage excellence and inclusiveness in sport and culture through the effective, efficient and sustainable use of our resources, and through creative partnerships. In moving to excellence and making the Western Cape the sports and cultural centre of South Africa, we will create the conditions for access and mass participation, talent identification and skills development.

Value Statement

The Department of Cultural Affairs and Sport conforms to the values of the Western Cape Government, namely:



Caring

To care for those we serve and work with



Competence

The ability and capacity to do the job we are appointed to do



Accountability

We take responsibility



Integrity

To be honest and do the right thing



Innovation

To be open to new ideas and develop creative solutions to problems in a resourceful way



Responsiveness

To serve the needs of our citizens and employees

ii. Legislative and Other Mandates:

The Department of Cultural Affairs and Sport (DCAS) regards as binding the legislative mandate on which its overall functioning is based, notably efficient, equitable and accessible service delivery, based on the national government's White Paper on Transforming Public Service Delivery, the Batho Pele Initiative. DCAS operates within the legislative and policy mandates described in the tables below.

iii. Constitutional mandates

Provincial Government have been assigned a number of policing functions, powers and duties within Chapter 11 of the Constitution of the Republic of South Africa, 108 of 1996.

| Legislation | Impact on the Department's functionality |
|--|--|
| Constitution of the Republic of South Africa, 1996 | <ul style="list-style-type: none"> • Section 6(3) and (4): Language • Section 30: Language and culture • Section 31: Cultural, religious and linguistic communities • Section 41: Principles of cooperative government and intergovernmental relations • Section 156(4): Assignment of powers • Schedule 4: Functional Areas of Concurrent National and Provincial Legislative Competence • Schedule 5: Functional Areas of Exclusive Provincial Legislative Competence |

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| | <ul style="list-style-type: none"> • Section 195: Basic values and principles governing public administration • Sections 92 and 133 |
| Constitution of the Western Cape, Act 1 of 1998 | <ul style="list-style-type: none"> • Section 5: For the purposes of the Western Cape Government: <ul style="list-style-type: none"> ○ the official languages Afrikaans, English and isiXhosa are to be used; and ○ these languages enjoy equal status. The WCG must, through legislative and other measures, regulate and monitor its use of Afrikaans, English and isiXhosa. The WCG must also implement practical and positive measures to elevate the status and advance the use of those indigenous languages of the people of the Western Cape whose status and use have historically been diminished. • Section 70: Provincial legislation must provide for the establishment and reasonable funding, within the Western Cape Government's available resources, of a cultural council or councils for a community or communities in the province which share a common cultural and language heritage. Registration of and support to cultural councils: <ul style="list-style-type: none"> ○ The Western Cape Cultural Commission (WCCC) is tasked with the registration of, and support to, registered cultural councils. DCAS has oversight of the WCCC and provides the Commission with administrative and financial support. • Section 81: The Western Cape Government must adopt and implement policies actively to promote and maintain the welfare of the people of the province, including policies aimed at achieving: <ul style="list-style-type: none"> ○ the promotion of respect for the rights of cultural, religious and linguistic communities in the Western Cape; and ○ the protection and conservation of the natural historical, cultural historical, archaeological and architectural heritage of the Western Cape for the benefit of present and future generations. DCAS implements specific policies to support these provisions. • Section 82: The directive principles of provincial policy in Chapter 10 (section 81) guide the Western Cape Government when it makes and applies laws. |

iv. Legislative mandates

| Legislation | Impact on the Department's functionality |
|---|--|
| Public Administration Management, Act 11 of 2014 | <ul style="list-style-type: none"> • To promote the basic values and principles governing the public administration referred to in Section 195(1) of the Constitution; • To provide for the transfer and secondment of employees in the public administration; to regulate conducting business with the State; |

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| | <ul style="list-style-type: none"> • To provide for capacity development and training; to provide for the establishment of the National School of Government; • To provide for the use of information and communication technologies in the public administration; • To establish the Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit; • To provide for the Minister to set minimum norms and standards for public administration; • To establish the Office of Standards and Compliance to ensure compliance with minimum norms and standards; • To empower the Minister to make regulations; and to provide for related matters. |
| Public Finance Management, Act 1 of 1999 | <p>The Public Finance Management Act (PFMA):</p> <ul style="list-style-type: none"> • regulates financial management in national and provincial governments, listed public entities, constitutional institutions and provincial legislatures; • ensures that all revenue, expenditure, assets and liabilities of these institutions are managed efficiently and effectively; and • defines the responsibilities of persons entrusted with financial management in these bodies. |
| Public Service Act, 1994 (as amended by, inter alia, the Public Service Amendment Act, 2007)- Proclamation 103, Government Gazette 15791, 3 June 1994 and Act 30 of 2007 | <p>This Act makes provision for the organisation and administration of DCAS, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and related matters.</p> |
| Division of Revenue Act (annual) | <p>Every year, the Division of Revenue Act (DORA):</p> <ul style="list-style-type: none"> • provides for the equitable division of revenue raised nationally among the national, provincial and local spheres of government; • determines each province's equitable share of the provincial share of that revenue; and • makes allocations to provinces, local government or municipalities from the national government's share of that revenue, subject to conditions. <p>DCAS receives Conditional Grants from national government and is responsible for the management of these funds.</p> |
| Promotion of Access to Information, Act 2 of 2000 | <p>This Act gives effect to the right to have access to records held by the state, government institutions and private bodies. Among other things, DCAS and every other public and private body must:</p> <ul style="list-style-type: none"> • compile a manual that explains to members of the public how to lodge an application for access to information that the body holds; and • appoint an information officer to consider requests for access to information held by the body. |
| Promotion of Administrative Justice, Act 3 of 2000 | <p>This Act:</p> <ul style="list-style-type: none"> • sets out the rules and guidelines that administrators must follow when making decisions; • requires administrators to inform people about their right to review or appeal and their right to request reasons; • requires administrators to give reasons for their decisions; and • gives members of the public the right to challenge the decisions of administrators in court. |

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| Cultural Institutions, Act 119 of 1998 | DCAS must liaise and cooperate with nationally declared cultural institutions regarding arts, culture and heritage matters. |
| Cultural Promotion, Act 35 of 1983 | This legislation was assigned to the Western Cape and DCAS is responsible for complying with the provisions of the Act. |
| Cultural Affairs, Act 65 of 1989 (House of Assembly) | This legislation was assigned to the Western Cape and DCAS is responsible for complying with the provisions of the Act. |
| National Archives and Records Service of South Africa, Act 43 of 1996 | DCAS is responsible for the nomination of a Western Cape provincial representative to sit on the Advisory Council for the National Archives. The Department is also responsible for meeting the national norms and standards established under this Act. |
| National Arts Council, Act 56 of 1997 | DCAS is responsible for the nomination of a Western Cape provincial representative to sit on the National Arts Council (NAC), for cooperating and coordinating with NAC, and for administering NAC funding for the development of arts and culture in the Western Cape. |
| National Heritage Council, Act 11 of 1999 | DCAS is responsible for the nomination of a Western Cape provincial representative to sit on the National Heritage Council (NHC), and for cooperating with and coordinating activities related to funding and projects that the NHC is conducting in the Western Cape. |
| National Heritage Resources, Act 25 of 1999 | <p>DCAS ensures compliance with the NHRA by overseeing the nomination of a Western Cape provincial representative, preferably a member of the Council of Heritage Western Cape, to sit on the Council of the South African Heritage Resources Agency (SAHRA).</p> <p>DCAS also ensures compliance with the requirement that the MEC must appoint a Council for HWC – the provincial heritage resources authority appointed in terms of the NHRA.</p> <p>The Department is responsible for liaising and cooperating with SAHRA, HWC and municipalities regarding the management of heritage resources.</p> <p>DCAS also assists the MEC when appeals have been lodged with him or her against decisions of HWC.</p> |
| Pan South African Language Board, Act 59 of 1995 | <p>Among other things, this Act requires the Pan South African Language Board (PanSALB) to establish a Provincial Language Committee (PLC) in every province.</p> <p>PanSALB has the power to recognise an existing PLC as the PanSALB PLC if it considers the committee to be sufficiently representative of the language interests in that province.</p> <p>PanSALB reports on the work of the Western Cape Language Committee as the work of its PLC for the Western Cape.</p> |
| South African Geographical Names Council, Act 118 of 1998 | <p>DCAS is responsible for complying with the provisions in this Act to nominate a Western Cape provincial representative to sit on the South African Geographical Names Council; to research geographical names in the Western Cape; to ensure standardisation; and, where necessary, to facilitate public consultation regarding proposed changes to these names.</p> <p>The Department provides professional and other support to the Western Cape Provincial Geographical Names Committee (WCPGNC). Once consultation is complete, the WCPGNC</p> |

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| | <p>makes recommendations to the South African Geographical Names Council.</p> |
| <p>World Heritage Convention, Act 49 of 1999</p> | <p>DCAS is responsible for appointing a Western Cape provincial representative to sit on the South African World Heritage Advisory Committee.</p> <p>The Department is also responsible for complying with the provisions of the Act and the World Heritage Convention regarding the nominations of potential sites for the South African Tentative List, and the nomination of sites on the South African Tentative List for the attention of UNESCO's World Heritage Committee.</p> |
| <p>National Sport and Recreation, Act 110 of 1998</p> | <p>The Act provides for the promotion and development of sport and recreation and coordination of relationships between SRSA, SASCOC (the South African Sports Confederation and Olympic Committee) sport federations, sport councils and other agencies.</p> <p>The Act further provides measures aimed at correcting imbalances in sport and recreation; promoting equity and democracy in sport and recreation; and providing dispute resolution mechanisms in sport and recreation.</p> |
| <p>Provincial Legislation</p> | |
| <p>Western Cape Provincial Languages, Act 13 of 1998</p> | <p>The Western Cape Language Committee established by this Act must, among other things:</p> <ul style="list-style-type: none"> • monitor the use of Afrikaans, English and isiXhosa by the Western Cape Government; • make recommendations to the MEC and the Provincial Parliament on proposed or existing legislation, practice and policy dealing directly or indirectly with language in the Western Cape; • actively promote the principle of multilingualism; • actively promote the development of previously marginalised indigenous languages; • advise the MEC and the Western Cape Cultural Commission on language matters in the Province; and • advise PanSALB on language matters in the Western Cape. <p>DCAS has oversight of the WCLC and provides this Committee with administrative and financial support.</p> |
| <p>Western Cape Cultural Commissions and Cultural Councils, Act 14 of 1998</p> | <p>This Act establishes the Western Cape Cultural Commission to, among other things, consider the registration and deregistration of cultural councils representing communities sharing a common cultural and language heritage. The WCCC may also make recommendations on the following:</p> <ul style="list-style-type: none"> • the visual, performing and literary arts; • the natural and human sciences; • cultural history; and • the cultural awareness and cultural involvement of youth. <p>DCAS has oversight of the WCCC and provides the Commission with administrative and financial support.</p> |
| <p>Western Cape Heritage Resource Management Regulations 336 of 2002</p> | <p>English version: DCAS has oversight of Heritage Western Cape – the Provincial heritage resources authority appointed in terms of the NHRA – and provides HWC with administrative and financial support.</p> <p>The MEC is responsible for establishing the authority and for appointing a Council for each successive term of office.</p> |

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| Western Cape Heritage Resource Management Regulations 298 of 2003 | Afrikaans and IsiXhosa versions: DCAS has oversight of Heritage Western Cape – the Provincial heritage resources authority appointed in terms of the NHRA – and provides HWC with administrative and financial support. The MEC is responsible for establishing the authority and for appointing a Council for each successive term of office. |
| Provincial Archives and Records Service of the Western Cape Act, 3 of 2005 | This Act establishes the Provincial Archives and Records Service of the Western Cape to preserve public and non-public records of enduring value for use by the public and the State; to make such records accessible; to promote their use by the public; and to provide for the proper management and care of public records. |
| Museums, Ordinance 8 of 1975 | DCAS is responsible for compliance with the provisions of this Ordinance in as far as it affects Provincial museums in the Western Cape. New Provincial museum legislation is being drafted in consultation with relevant stakeholders. |
| Oude Kerk Volksmuseum Van't Land van Waveren (Tulbagh), Ordinance 11 of 1979 | DCAS is responsible for the execution of and compliance with the provisions of this Ordinance to govern the affairs of the Oude Kerk Volksmuseum in Tulbagh. |
| Provincial Library Service, Ordinance 16 of 1981 | DCAS is responsible for the execution of and compliance with the provisions of this Ordinance in respect of Provincial libraries in the Western Cape. |

v. Our Stakeholders

- a. Other departments/institutions/components in Government at a National and Provincial level.
- b. Labour Unions.
- c. Special interest groups and pressure groups, such as environmental organisations, etc.
- d. Non-Governmental Organisations (NGOs) and Community Based Organisations (CBOs).
- e. Private Organisations.
- f. Community Leaders.
- g. Community Development Workers (CDWs).
- h. Local Government structures.
- i. Institutions of higher learning /Academia.
- j. Official Donor Assistance (ODAs.)
- k. International Bodies (Public Administration).
- l. Private sector
- m. Citizens

vi. Our Customers/Clients

- a. Provincial Government Departments.
- b. Local Government.
- c. Citizens.
- d. NGOs and CBOs.
- e. Schools.
- f. Affiliated museums.

vii. List of Core Services Provided by the Department of Cultural Affairs and Sport

As per the approved Business Process Optimisation (BPO) Phase 1 Report for the Department of Cultural Affairs and Sport- Business Process Architecture, the following forms the basis of the Department's Core Services:

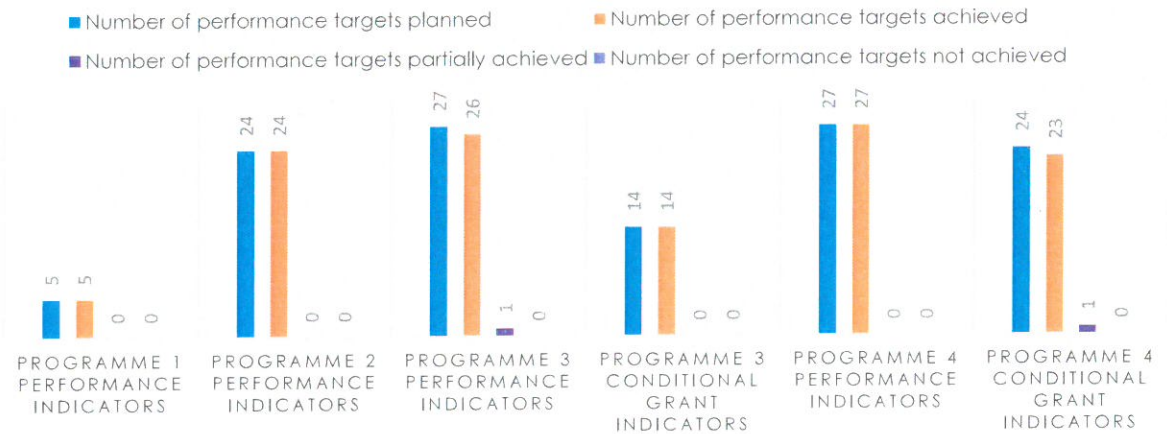
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|--------------|---|
| 1 | Provide Cultural Affairs and Sport Services |
| 1.1 | Manage Cultural Affairs |
| 1.1.1 | Provide Arts, Cultural and Language Services |
| 1.1.1.1 | Develop Research Processes to Document Cultural Practices and the Arts |
| 1.1.1.2 | Maintain Arts and Culture Databases |
| 1.1.1.3 | Determine Cultural Needs and Services Required by Communities |
| 1.1.1.4 | Promote Western Cape Arts and Culture |
| 1.1.1.5 | Capture Funding Allocations and Outcomes of Funded Projects |
| 1.1.1.6 | Provide Cultural Support Service |
| 1.1.1.7 | Manage Projects to Develop, Promote and Preserve Arts and Culture in the Western Cape |
| 1.1.1.8 | Provide Language Services |
| 1.1.1.9 | Monitor Language Policy Implementation in the Western Cape Government |
| 1.1.1.10 | Promote Multilingualism and Previously Marginalised Indigenous Languages |
| 1.1.2 | Provide Museum, Geographical Names and Heritage Resource Management Services |
| 1.1.2.1 | Provide Western Cape Museum Support Services |
| 1.1.2.2 | Develop Museum Policies, Procedures and Standards |
| 1.1.2.3 | Monitor the Application of Museum Standards |
| 1.1.2.4 | Evaluate the Application of Museum Standards |
| 1.1.2.5 | Preserve Heritage Resources in Affiliated Museums |
| 1.1.2.6 | Promote Tangible and Intangible Heritage of the Western Cape |
| 1.1.2.7 | Provide Heritage Resource Management Services |
| 1.1.2.7.1 | Handle Heritage Resource Complaints |
| 1.1.2.7.2 | Process Heritage Site Permit Applications |
| 1.1.2.7.3 | Nominate Heritage Resources |
| 1.1.2.8 | Coordinate Geographical Names in the Western Cape |
| 1.1.2.9 | Maintain Geographical Names Database |
| 1.1.3 | Manage Library Services |
| 1.1.3.1 | Enhance Municipal Support Services |
| 1.1.3.2 | Administer Fund Transfers to Municipalities |
| 1.1.3.3 | Facilitate Procurement of Library Material |
| 1.1.3.4 | Facilitate Regional Professional Guidance and Training |
| 1.1.3.5 | Provide Technical Support for Library Material Processing |
| 1.1.3.6 | Provide General Library Support Service |

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| 1.1.3.7 | Manage Library Information System Infrastructure |
| 1.1.4 | Manage Provincial Archive Services |
| 1.1.4.1 | Provide Collection Management Services |
| 1.1.4.2 | Provide Archive Client Information Services |
| 1.1.4.3 | Provide Preservation and Conservation Services |
| 1.1.4.4 | Administer Records Classification Systems |
| 1.1.4.5 | Administer e-Records Management Systems |
| 1.1.4.6 | Provide Archive Capacity Building Services |
| 1.1.4.7 | Administer Archive Content Management |
| 1.2 | Manage Sport and Recreation |
| 1.2.1 | Manage Sport and Recreation Development |
| 1.2.1.1 | Develop School Sport Opportunities |
| 1.2.1.2 | Develop Recreation Opportunities |
| 1.2.1.3 | Administer Club Creation Initiatives |
| 1.2.1.4 | Provide Operational Support |
| 1.2.1.5 | Administer Sport and Recreation Special Projects |
| 1.2.2 | Coordinate Sport Promotion |
| 1.2.2.1 | Administer Competitive Sport Promotion |
| 1.2.2.2 | Provide Competitive Sport Training |
| 1.2.2.3 | Provide Infrastructure, Research and Events Support Services |
| 1.2.2.4 | Administer Transfer of Funds to Sport Federations |
| 1.2.2.5 | Provide Client and Scientific Support Service |

b) Situational Analysis

The most recent audited performance information for the Department is reflected in the graph below. The graph shows that for the 2016/17 financial year, the Department achieved 119 of its 121 indicators with two partially achieved targets, i.e. 98 percent of targets achieved.

DEPARTMENTAL PERFORMANCE 2016/17 (AUDITED)



The indicators partially achieved were:

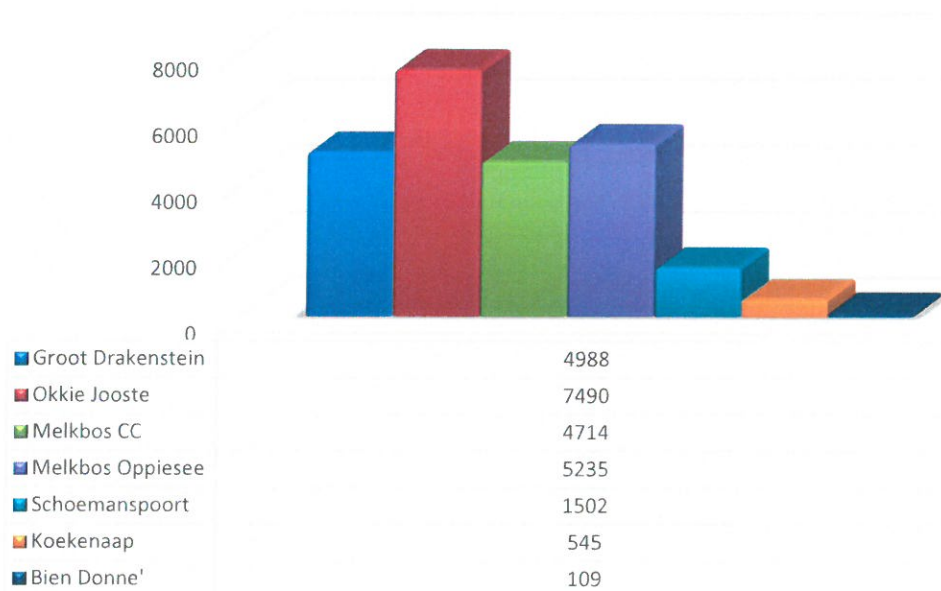
Number of records consulted by researchers (Programme 3) - partially achieved because the amount of records consulted by researchers is demand driven, and while there had been more enquiries at the archives for that year, it did not result in increased records consulted.

Number of youth attending annual youth camps (Programme 4) - partially achieved because the national Department of Sport and Recreation (SRSA) only considered learners who achieved 70 percent and above in their Olympiad test and all withdrawals and replacements were coordinated by SRSA.

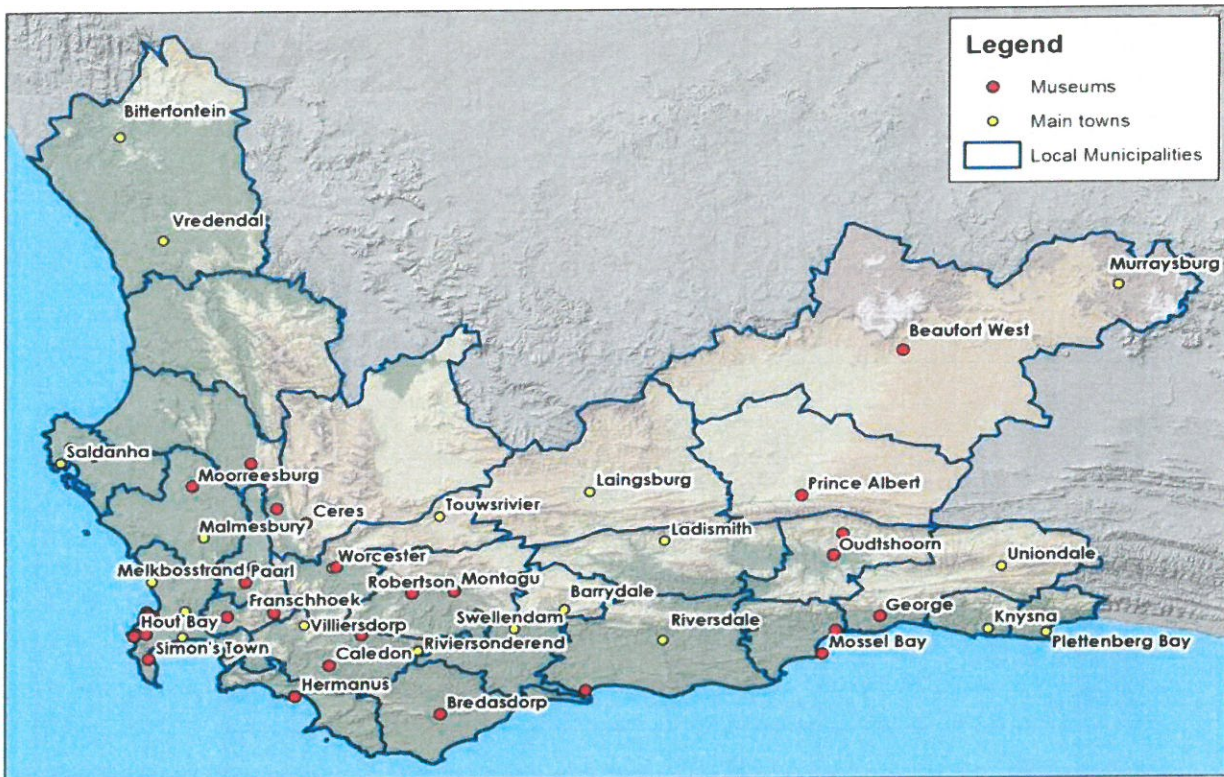
The Department therefore did not select these two services for Service Delivery Improvement and opted instead to target services that affect more people (members of the public) and are more within the Department's own control.

The facilities are utilised by NGO's, schools, religious groupings, sport organisations, tertiary institutions as well as government departments for various programmes.

The graph below reflects the usage for the 2016/17 financial year



The role of museums, heritage and geographical names has received increased attention over the past years. The Western Cape has the largest concentration of museums on the African continent. These include Declared Cultural Institutions, museums affiliated to the Department, those that are managed by municipalities, institutional museums managed by national government departments and agencies or tertiary education institutions, and the rest by the private sector and private persons. The location of museums throughout the Province is depicted in the map below:



The Department will continue to stimulate transformation at affiliated museums to increase their appeal to the people of the Western Cape through exhibitions and public programmes reflective of the experiences of communities.

Curriculum based education programmes can play a significant role in bringing more learners to museums. Should learners have a positive experience at the museums, they would be likely to return and even spread interest within their homes and communities, Education programmes thus improve the value of museums in the community.

c) Identification of key services

The high influx of booking applications from clients across the province are managed via a manual system. The official managing the booking process needs to respond to email and telephonic requests which led to slow respond time to clients. Due to this shortcoming, complaints were received by the office of the HOD, Ministry and the arts and culture component. All complaints were addressed and recorded on a standard spreadsheet coordinated by SOMS. To streamline our booking process and to deliver effective services to our clients, the internal audit team reviewed the managing of the cultural facilities. The areas addressed were the review of the Revenue and Usage policy, administrative booking process, tariffs structure.

Museums have had difficulty attracting learners to their programmes and therefore the Department has undertaken the development of curriculum aligned education programmes. This has stimulated the interest of teachers/educators who find this a useful consolidation of what they do in the classroom. The Education officer is requested by a museum to design a programme and also generates a programme when the Museum Service delivers a new exhibition.

Service Delivery Improvement Areas:

Narrative on how the current standard will be improved for both Services

| Services | Base year 2017/18 | Year 1 2018/19 | Year 2 2019/20 | Year 3 2020/21 |
|---|---|---|---|---|
| <p>Service One: Access to Cultural Facilities</p> <p>Service Standard = Implement process with definite timelines for the booking of facilities thus increasing access</p> | <ul style="list-style-type: none"> 23 152 accessing and utilising Cultural Facilities (expected) | <ul style="list-style-type: none"> 21 325 (target) accessing and utilising Cultural Facilities | <ul style="list-style-type: none"> 24 309 (target) accessing and utilising Cultural Facilities | <ul style="list-style-type: none"> 24 795 (target) accessing and utilising Cultural Facilities |
| <p>Service Two: Museums Education Programmes</p> <p>Service standard = Compliance with policy objectives and Annual Performance Plan to maintain an education service as an important function of the Museum Service:</p> <ul style="list-style-type: none"> Increase access to educational material Monitoring and evaluation of education training programmes/ interventions | <ul style="list-style-type: none"> Provide education services among 29 affiliated Museums (as requested and resource permitting) | <ul style="list-style-type: none"> Provide education services among 29 affiliated Museums (as requested and resource permitting) | <ul style="list-style-type: none"> Provide education services among 29 affiliated Museums (as requested and resource permitting) | <ul style="list-style-type: none"> Provide education services among 29 affiliated Museums (as requested and resource permitting) |

4. Action Planning

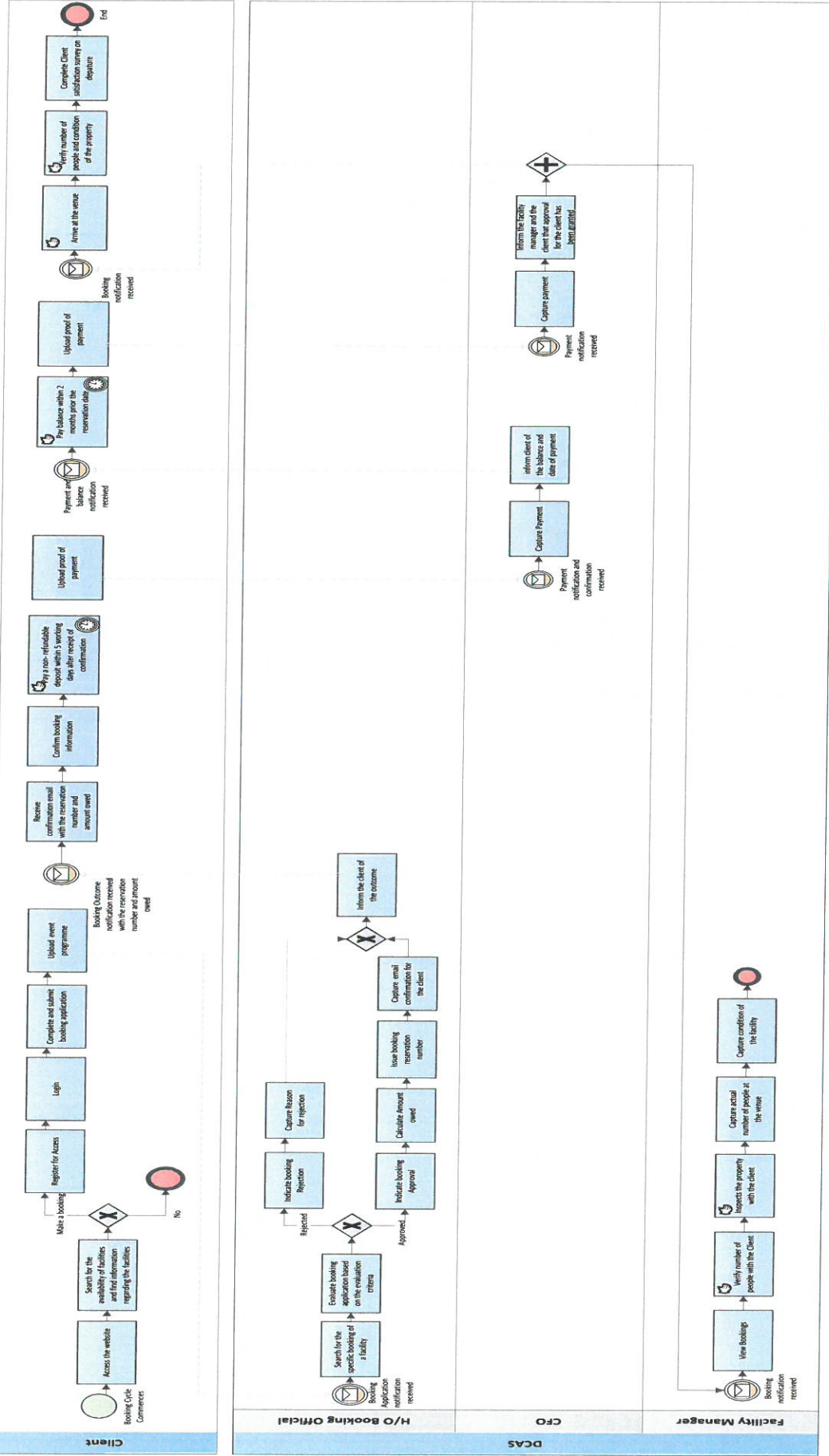
4.1. a) Key service 1: Access to Cultural Facilities

i. Service beneficiaries

| Key Service | Service beneficiaries | Performance Area | Current Quality level 2017/2018 | Desired quality Year 1 2018/19 | Desired quantity Year 2 2019/20 | Desired quantity Year 3 2020/21 |
|---|--|---------------------|--|--|---|---|
| Service One: Access to Cultural Facilities | Community groups and individuals/ organizations WCCC Departments | Cultural Facilities | <p>Quantity:</p> <ul style="list-style-type: none"> 23 152 accessing and utilising Cultural Facilities (expected) | <p>Quantity:</p> <ul style="list-style-type: none"> 21 325 (target) accessing and utilising Cultural Facilities Decrease due to one of the facilities being closed for renovations for a period of 30 weeks | <p>Quantity:</p> <ul style="list-style-type: none"> 24 309 (target) accessing and utilising Cultural Facilities | <p>Quantity:</p> <ul style="list-style-type: none"> 24 795 (target) accessing and utilising Cultural Facilities |
| | | | <p>Quality:</p> <ul style="list-style-type: none"> Manual booking, recording and payment process Currently Implement testing of electronic booking system developed | <p>Quality:</p> <ul style="list-style-type: none"> Streamline and Improve administrative processes Electronic system being introduced which could be accessed by anybody at any given time. | <p>Quality:</p> <ul style="list-style-type: none"> Develop Standard Operating Procedure for adherence by all levels Monitor the system and effectiveness | <p>Quality:</p> <ul style="list-style-type: none"> Monitor the effectivity thereof |

ii. Process mapping

Table 1: Service One: High-Level Business Process: Access to Cultural Facilities (As-Is Process)



iii. Problem analysis and Problem statement

| | |
|---|---|
| <p>Problem analysis and Problem statement.</p> | <p>Causes of poor performance against desired levels:</p> <p>The booking process is currently a manual process with one official managing a tedious administrative process. Due to the high influx of email and telephonic requests from clients across the Province, the response time was not as efficient as required. Therefore, the department received a number of complaints from clients.</p> <p>Effects resulting from causes:</p> <p>The Department received a number of complaints from clients. Through consultation with the Internal Audit team the areas of concerns were raised and mitigated actions were recommended in the Internal Audit Report on Cultural Facilities Management in 2017.</p> <p>The booking application process is streamlined making the forms more client friendly. A formal complaint procedure was developed whereby all complaints are recorded on a complaints register. These complaints are formally reporting to management and at the Plenary session of the Western Cape Cultural Commission. The turnaround time responding to clients has improved.</p> <p>Stats reflecting extent of challenges/performance:</p> <p>Reflecting on our record keeping of monthly reports and complaints register, it shows that the measures put in place reduced the challenges experienced.</p> <p>Limitations experienced:</p> <p>Due to the low tariff regarding the usage of the cultural facilities it effected the revenue stream; which added constraints on the available budget for upgrades at the cultural facilities. This resulted in a disjunction between the income versus the high expenditure.</p> <p>How can challenges be addressed/interventions:</p> <p>A generic email address was introduced whereby access was given to four (4) administrative staff who would be able to respond on the enquiries of clients within a 48-hour turnaround time. It will also ensure effective tracking of requests from clients and responses to clients via the centralised email address.</p> <p>The webpage of the services related to the cultural facilities managed by the Western Cape Cultural Commission was updated in conjunction with the DCAS Communication team; strengthening the sharing of information with the citizens of the province.</p> |
|---|---|

| | |
|--|--|
| <p>The Commission developed brochures which include the terms and conditions, the payment conditions and contact details related to the booking process.</p> <p>The Online Booking System (activation end of March 2018) will also add to the effective service delivery of the component towards the citizens of the province. It will give them access to all the cultural facilities regarding its availability and the amenities it offers.</p> <p>Results chain measurement:</p> <p>The business case which highlight a strategic approach will ensure optimal usage of the cultural facilities. It also intends to diversify the client base and introduce innovative ways of using the spaces at the facilities. Further consultation session will be held with potential partners to broaden the scope of the cultural facilities to ensure viable creative spaces.</p> | |
|--|--|

iv. Determination of the quantity, performance levels, and target setting

There is a need for safe and secure spaces where individuals could give expression to their creative talents, opinions, share thoughts and exchange ideas without the threat of being victimised or ostracised. Given the economic and social realities in communities, it becomes prudent to harness the ideals, enthusiasm and energies of the youth, in a positive direction. To achieving this end, the Department, through the WCCC, strives to facilitate broader community participation in its activities through affording communities access to cultural facilities and providing platforms for cultural interaction.

The Department currently manages seven cultural facilities which are spread throughout the province. Although the usage costs for the facilities are nominal, the income generated from the usage of the facilities is utilised for maintenance and upkeep thereof. Currently the income generated does not meet the expenditure incurred to maintain the facilities. Concerted efforts are made to increase the utilisation of facilities and diversify the usage thereof through the use of technology and employing innovative strategies.

The potential of the facilities to further enhance the well-being of society is acknowledged and therefore the urgency to explore how these could be enhanced and expanded upon. The current usage patterns are being evaluated and new ideas are being acted upon to ensure we afford new clients and old, an opportunity to explore the tranquility the facilities provide.

Supporting environment to improve standard

| Objective | Action | Process (How) |
|---|---|---|
| <ul style="list-style-type: none"> • Increase access to and utilisation of Cultural Facilities | <ul style="list-style-type: none"> • Booking system to be accessible electronically to the public. • Implement a marketing plan • Increase client base | <ul style="list-style-type: none"> • Convert to an automated/electronic on-line booking system • Capacitate users on the new system <ul style="list-style-type: none"> ○ Improve marketing through: ○ Improved facilities brochures ○ Updated information on website • Compile a database of users |

The Cultural Facilities are satellite service points of the Department utilised by communities for arts and culture activities. The centres are available for usage seven days a week and have staff stationed on the premises. The administrative and financial processes are facilitated at Head Office but staff at the facilities are responsible for overseeing the daily operational functioning and maintenance at the facilities.

v. Professional and legal standards

| Professional standards (if applicable) | Current professional standards | Desired changes: Year 1 | Desired changes: Year 2 | Desired changes: Year 3 |
|---|--------------------------------|--------------------------------------|--|--|
| N/A | N/A | N/A | N/A | N/A |
| Legal standards including Standard Operating Procedures (if applicable) | Baseline: Year 0 | Desired changes revised SOPs: Year 1 | Desired changes and revised SOPs: Year 2 | Desired changes and revised SOPs: Year 3 |
| N/A | N/A | N/A | N/A | N/A |

vi. Batho Pele principles

| Batho Pele principles | Current quantity level 2017/2018 | Desired quantity Year 1 2018/2019 | Desired quantity Year 2 2019/2020 | Desired quantity Year 3 2020/2021 |
|-----------------------|--|---|---|---|
| Consultation: | <ul style="list-style-type: none"> Electronic, written and telephonic correspondence The WCCC webpage is updated with information regarding the facilities, policies and facility locations The WCCC as a statutory body gives input and guidance on how services and access could be improved Input received on the evaluation feedback forms received from clients | <ul style="list-style-type: none"> Electronic, written and telephonic correspondence Brochures have been updated. Generic email address has been activated for use by clients. It has been activated and appears on the website The WCCC webpage is updated with information regarding the facilities, policies and facility locations The WCCC as a statutory body gives input and guidance on how services and access could be improved. | <ul style="list-style-type: none"> Electronic, written and telephonic correspondence Generic email address has been activated for use by clients. Correspondence to be monitored and recorded The WCCC website is updated with information regarding the facilities, policies and facility locations The WCCC as a statutory body gives input and guidance on how services and access could be improved Input received on the evaluation feedback forms received from clients is captured and considered during planning and when the maintenance plan is drafted. | <ul style="list-style-type: none"> Electronic, written and telephonic correspondence The WCCC webpage is updated with information regarding the facilities, policies and facility locations Input received on the evaluation feedback forms received from clients is captured and considered during planning and when the maintenance plan is drafted. |
| Courtesy: | <ul style="list-style-type: none"> All bookings are confirmed prior to arrival. Staff are on duty for the duration of the stay of clients to assist and address any concerns. | <ul style="list-style-type: none"> All bookings are confirmed prior to arrival. Staff are on duty for the duration of the stay of clients to assist and address any concerns | <ul style="list-style-type: none"> All bookings are confirmed prior to arrival. Staff are on duty for the duration of the stay of clients to assist and address any concerns | <ul style="list-style-type: none"> All bookings are confirmed prior to arrival Staff are on duty for the duration of the stay of clients to assist and address any concerns |

| | | | | |
|---|--|---|---|--|
| <ul style="list-style-type: none"> • Courtesy is reported and measured through: <ul style="list-style-type: none"> o Client feedback forms o Electronic correspondence • Quarterly facility meetings are held, where concerns and reports are addressed and various measures are attended to as needed | <ul style="list-style-type: none"> • Courtesy is reported and measured through: <ul style="list-style-type: none"> o Client feedback forms o Electronic correspondence • Quarterly facility meetings are held, where concerns and reports are addressed and various measures are attended to as needed | <ul style="list-style-type: none"> • Courtesy is reported and measured through: <ul style="list-style-type: none"> o Client feedback forms o Electronic correspondence • Quarterly facility meetings are held, where concerns and reports are addressed and various measures are attended to as needed | <ul style="list-style-type: none"> • Courtesy is reported and measured through: <ul style="list-style-type: none"> o Client feedback forms o Electronic correspondence • Quarterly facility meetings are held, where concerns and reports are addressed and various measures are attended to as needed | <p>Access:</p> <ul style="list-style-type: none"> • Protea House Building, 7th Floor, Green Market Square, Cape Town • Two rural offices, Vredendal and Oudtshoorn • Via the official departmental website https://www.westerncape.gov.za/general-publication/booking-cultural-facility • Facilities are marketed via brochures which are on the departmental website and distributed to community centre, schools, libraries etc. • Clients can contact officials electronically, as well as telephonically • Name boards are clearly displayed outside each facility • Staff on duty are Cleary identified through corporate clothes and name tags |
| <ul style="list-style-type: none"> • Protea House Building, 7th Floor, Green Market Square, Cape Town • Two rural offices, Vredendal and Oudtshoorn • Via the official departmental website https://www.westerncape.gov.za/general-publication/booking-cultural-facility • Facilities are marketed via brochures which are distributed to community centre, schools, libraries • Clients receive assistance from officials to complete the forms, as well as electronic correspondence is provided regarding the status of each application • An online booking system for clients to view the availability of each facility | <ul style="list-style-type: none"> • Protea House Building, 7th Floor, Green Market Square, Cape Town • Two rural offices, Vredendal and Oudtshoorn • Via the official departmental website https://www.westerncape.gov.za/general-publication/booking-cultural-facility • Clear signage for wheelchair accessibility, roll-in showers • Signage indicates the number of people with disabilities that could be accommodated at the facilities. We have four (4) out of seven (7) cultural facilities that are disabled friendly • Signage boards are present at each facility and legible in 3 official languages of the Province; | <ul style="list-style-type: none"> • Protea House Building, 7th Floor, Green Market Square, Cape Town • Two rural offices, Vredendal and Oudtshoorn • Via the official departmental website https://www.westerncape.gov.za/general-publication/booking-cultural-facility • Direct telephonic consultations take place on a daily basis, addressing all enquiries. • Electronic booking system affords the public to view availability at all facilities simultaneously • Generic email address has been activated. • Staff at the facility are on duty and accessible after hours | <ul style="list-style-type: none"> • Protea House Building, 7th Floor, Green Market Square, Cape Town • Two rural offices, Vredendal and Oudtshoorn • Via the official departmental website https://www.westerncape.gov.za/general-publication/booking-cultural-facility • Facilities are marketed via brochures which are on the departmental website and distributed to community centre, schools, libraries etc. • Clients can contact officials electronically, as well as telephonically • Name boards are clearly displayed outside each facility • Staff on duty are Cleary identified through corporate clothes and name tags | |

| | | | | |
|--|---|---|---|---|
| | <ul style="list-style-type: none"> Provision is made for persons with disabilities to use the facilities Map- lay out of the facilities indicating all amenities- sleeping quarters, kitchen, ablution block etc. is displayed on the website as part of the electronic application form. <p>Clients are encouraged to do facility visitations, scheduled with the facility manager prior to arrival</p> | | <ul style="list-style-type: none"> Extended working hours (on certain days); and Guide dogs are permitted at the facility | <ul style="list-style-type: none"> The accessibility of the service is also improved through: <ul style="list-style-type: none"> Wheelchair accessibility at all physical locations; We have four (4) out of seven (7) cultural facilities that are disabled friendly; Signage boards are present at each facility and legible in 3 official languages of the Province; Extended working hours (on certain days); and Guide dogs are permitted at the facility |
| <p>Information:</p> <ul style="list-style-type: none"> Pamphlets/Brochures in all three official languages One-on-one sessions with clients All documentation and the policies related to usage are displayed on the departmental website | <ul style="list-style-type: none"> Brochures in all three official languages Quarterly Meetings; One-on-one sessions; Annual Report Upgrades of the facility, photographs and newsletter are distributed via the communications component Department's Service Charter The information (pamphlets/posters/brochures/etc.) indicated above can be accessed via the web. | <ul style="list-style-type: none"> Pamphlets Quarterly Meetings One-on-one sessions Annual Report Department's Service Charter The information (pamphlets/posters/brochures/etc.) indicated above can be accessed via the web. Information can also be accessed via the toll-free telephone helplines, the generic email address which is provided on the web etc. | <ul style="list-style-type: none"> Pamphlets Annual Report Department's Service Charter Information can be accessed directly from the official Online booking system has all the information related to the cultural facility available on line. Virtual viewing of each cultural facility The information (pamphlets/posters/brochures/etc.) indicated above can be accessed via the web. | |

| | | | | |
|-----------------------------------|--|--|--|---|
| <p>Openness and transparency:</p> | <ul style="list-style-type: none"> The database consists of 2015/16 and 2017/18 clients, containing all the clients' information and the type of programmes held at the cultural facility All WCCC Annual reports are available on the intranet, as well as the arts and culture webpage – under public entities Providing clients with the Revenue and Usage policy A database of all users is kept | <ul style="list-style-type: none"> The database consists of 2017/2018 and 2018/19 clients, containing all the clients' information and the type of programmes held at the cultural facility All WCCC Annual reports are available on the intranet, as well as the arts and culture webpage – under public entities Providing clients with the Revenue and Usage policy database of all users is kept | <ul style="list-style-type: none"> The database consists of 2018/19 and 2019/20 clients, containing all the clients' information and the type of programmes held at the cultural facility All WCCC Annual reports are available on the intranet, as well as the arts and culture webpage – under public entities Providing clients with the Revenue and Usage policy A database of all users is kept | <ul style="list-style-type: none"> The database consists of 2019/20 and 2020/21 clients, containing all the clients' information and the type of programmes held at the cultural facility All WCCC Annual reports are available on the intranet, as well as the arts and culture webpage – under public entities Providing clients with the Revenue and Usage policy |
| <p>Redress:</p> | <ul style="list-style-type: none"> Complaints/are responded to in writing and a SOP in place which is followed. The database consists of first time users as well as regular clients Content of each programme is evaluated and first time users are given preference for usage of the facilities Suggestions are considered when drafting maintenance plan as well as addressed in our WCCC sub-committee meetings. | <p>All concerns/ complaints are addressed through a standard procedure and is recorded from receipt thereof to conclusion.</p> <ul style="list-style-type: none"> Suggestions received from the feedback form completed by clients are considered when drafting maintenance plan as well as addressed in our WCCC sub-committee meetings. | <ul style="list-style-type: none"> Usage patterns and statistics to be reviewed to ascertain impact if any of electronic system. The WCCC sub-committee meetings address concerns and makes recommendations. | <ul style="list-style-type: none"> Usage patterns and statistics to be reviewed to ascertain impact if any of electronic system. complaints register. Online booking system has a generic email address, whereby concerns, suggestions etc. will be monitored and addressed. |

| | | | | |
|------------------|---|--|---|---|
| Value for money: | <ul style="list-style-type: none"> Facilities tariffs are way below market related prices, yet offers idyllic surrounding for various activities to further well-being Facilities offer fully equipped kitchens and facilities for overnight stay The cost of booking is R37 per person per night for a minimum of 40 people R12 per person per day for a minimum of 100 (Cost per day) | <ul style="list-style-type: none"> Facilities have introduced dual usage whereby smaller groups have the option of booking the boardrooms for 12 or fewer persons. A broader spectrum of clients throughout the Western Cape has the opportunity to utilise the facility The cost of booking is R37 per person per night for a minimum of 40 people R12 per person per day for a minimum of 100 (Cost per day) | <ul style="list-style-type: none"> The facilities are maintained and improved at no additional cost to the users. Offers opportunities for indoor and outdoor activities An increase of disadvantage clients to utilise the rural facilities, creating a platform for educational purposes The cost of booking is per chalet per night as from the 1 April 2018 | <ul style="list-style-type: none"> Staff imparts knowledge about surroundings to clients upon request - Clients get useful and useable information at no cost An increase of disadvantage clients to utilise the rural facilities, creating a platform for educational purposes The cost of booking is per chalet per night as from the 1 April 2018 |
| Human resources: | <ul style="list-style-type: none"> 1X Deputy Director (SL 11) 1X ASD (SL9) 2x facility coordinators (SL5) 2X Administrators (SL7) 1X Adm Clerk (SL5) 3X Foreman (SL3) 11 X Groundsman (SL 2 and 3) 5 x EPWP | <ul style="list-style-type: none"> 1X Deputy Director (SL 11) 1X ASD (SL9) 2x facility coordinators (SL5) 2X Administrators (SL7) 1X Adm Clerk (SL5) 4 X Foreman (SL3) 12 X Groundsman (SL 2 and 3) 9 x EPWP | <ul style="list-style-type: none"> 1X Deputy Director (SL 11) 1X ASD (SL9) 2x facility coordinators (SL5) 2X Administrators (SL7) 1X Adm Clerk (SL5) 4 X Foreman (SL3) 12 X Groundsman (SL 2 and 3) 10 x EPWP | <ul style="list-style-type: none"> 1X Deputy Director (SL 11) 1X ASD (SL9) 2x facility coordinators (SL5) 2X Administrators (SL7) 1X Adm Clerk (SL5) 4 X Foreman (SL3) 12 X Groundsman (SL 2 and 3) 12 x EPWP |
| Cost: | R 3 013 642 | R 3 211 762 | R 3 532 938 | R3 886 232 |
| Time: | Annually | Annually | Annually | Annually |

Future To-Be Process:

Business Process Map (To-Be Process): Service One: Access to Cultural Facilities.

The current As-Is process as depicted at page 39 of 62 will be reviewed by the sub Directorate Arts and Culture Services in conjunction with Directorate Process Design and Improvement (DotP) during the period 2016 – 2019.

4.2. a) Key service 2: Museums Education Programme

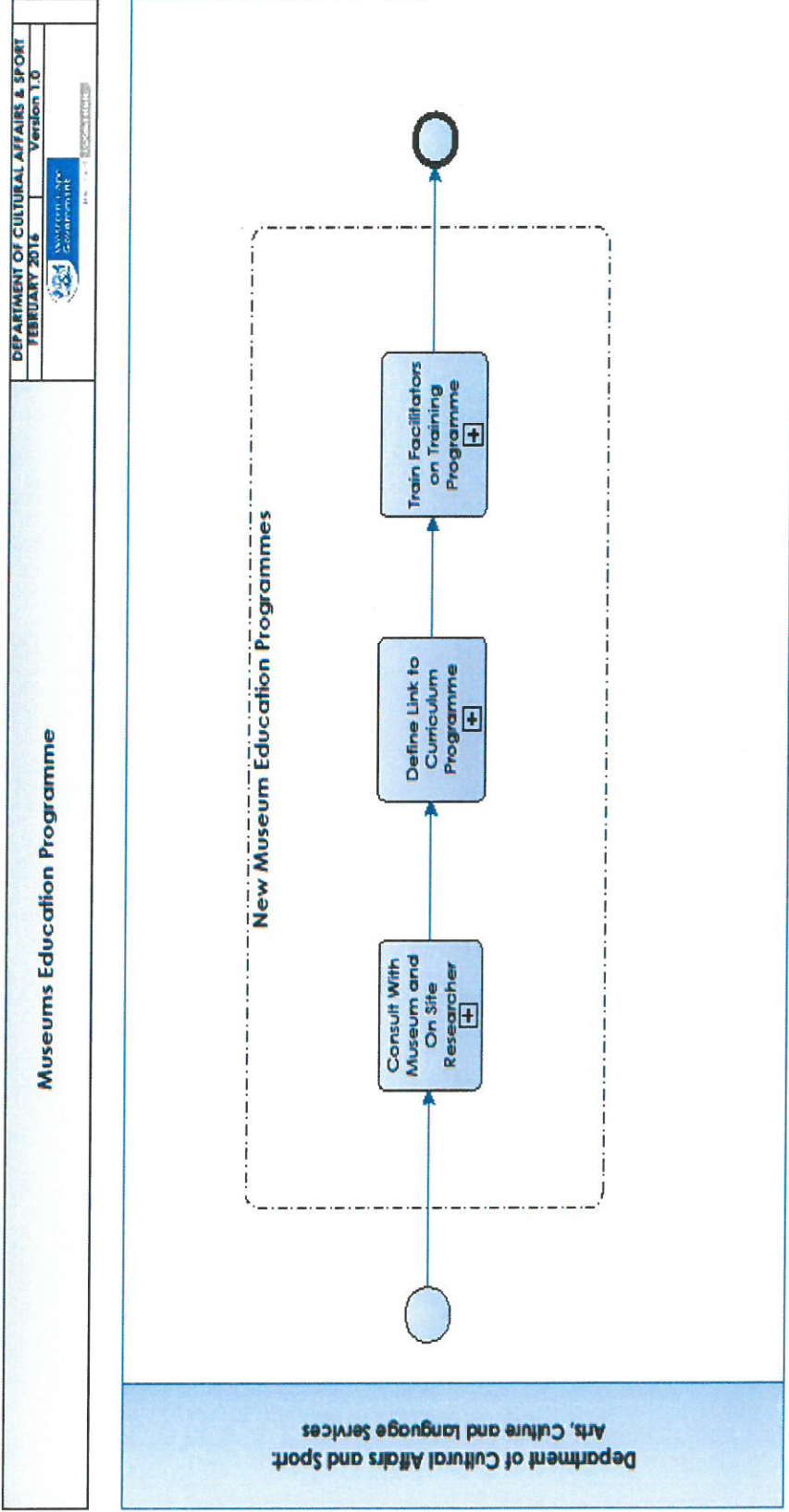
i. Service beneficiaries

| Key Service | Service Beneficiaries | Performance Area | Current quantity level: 2017/2018 | Desired quantity Year 1 2018/2019 | Desired quantity Year 2 2019/2020 | Desired quantity Year 3 2020/2021 |
|---|---|------------------|--|--|--|--|
| Service Two: Museums Education Programmes | 29 affiliated museums, Learners and Citizens targeted by the intervention | Museums Services | <p>Quantity:</p> <ul style="list-style-type: none"> • Provide education services among 29 affiliated Museums (as requested and resource permitting) • Ad-hoc evaluation of museum-run Education Programmes Interventions • Assess training material at 2 museums • 1 Education skills workshop held | <p>Quantity:</p> <ul style="list-style-type: none"> • Provide education services among 29 affiliated Museums (as requested and resource permitting) • 50% of museum-run Education Programmes/ Interventions are evaluated • 2 programmes translated into Afrikaans to increase accessibility of programme materials • Assess training material at 2 museums • 2 Education skills workshops | <p>Quantity:</p> <ul style="list-style-type: none"> • Provide education services among 29 affiliated Museums (as requested and resource permitting) • 80% of museum-run Education Programmes/ Interventions are evaluated • 2 Educational materials packs made available in 3 regional languages • 2 Education skills workshops | <p>Quantity:</p> <ul style="list-style-type: none"> • Provide education services among 29 affiliated Museums (as requested and resource permitting) • 100% of museum-run Education Programmes/ Interventions are evaluated • 2 Educational materials packs made available in 3 regional languages • Convert education material to video • 2 Education skills workshops |

| Key Service | Service Beneficiaries | Performance Area | Current quantity level: 2017/2018 | Desired quantity Year 1 2018/2019 | Desired quantity Year 2 2019/2020 | Desired quantity Year 3 2020/2021 |
|-------------|-----------------------|------------------|---|---|---|---|
| | | | <p>Quality</p> <ul style="list-style-type: none"> • Access to educational material very low • Assess museums education interventions • Ad hoc evaluation of Education Programme | <p>Quality</p> <ul style="list-style-type: none"> • Capacitate museums in evaluation of programmes offered • Develop detailed As-Is Process for Museums Education Programmes | <p>Quality</p> <ul style="list-style-type: none"> • Implement monitoring and evaluation framework and tools to inform future planning • Monitor and evaluate education training programmes • Monitor and evaluate the implementation and impact of education interventions • Develop detailed To-Be Process Museums Education Programmes | <p>Quality</p> <ul style="list-style-type: none"> • Review education interventions • Assess the impact of the museum education service and to measure the extent to which museums are delivering to learners • Implement Monitor and evaluate Framework to inform future planning |

ii. Process mapping

Table 2: Service Two: High-Level Business Process: Museums Education Programme (As-Is Process)



iii. **Problem analysis and problem statement**

| | |
|---|---|
| <p>Problem analysis and Problem statement.</p> | <p>Causes of poor performance against desired levels:</p> <p>Affiliated museums are currently offering curriculum based programmed that enhance the education learners receive at school. The programmes provide content based in history and in this way they contribute to PSG 2 which seeks to improve educational outcomes. The Department seeks to improve the evaluation of the services rendered.</p> <p>Effects resulting from causes:</p> <p>The lack of evaluation means that where service or delivery of programmes is poor, the museum is possibly unaware and not able to make improvements.</p> <p>Stats reflecting extent of challenges/performance:</p> <p>In 2017/18 affiliated museums reported that 33 029 visitors attended Education Programmes. In most museums, this segment constitutes the major portion of the total visitors received. It is crucial therefore to have feedback on how the education programme has been received so as to retain and build on this number.</p> <p>Limitations experienced:</p> <p>The absence of a framework for monitoring and evaluation has led to an ad hoc approach in the past. Evaluation can ensure more systematic improvement to the educational programmes.</p> <p>How can challenges be addressed/interventions:</p> <p>The appropriate intervention is to create formal mechanisms for feedback from educators and learners who are the recipients of the Education Programmes.</p> <p>Results chain measurement:</p> <p>The official will meet quarterly with Department of Education to get feedback and keep informed of educator/learner needs. The official will also maintain contact with museums to encourage ongoing monitoring and evaluation.</p> |
|---|---|

iv. Determination of the quantity, performance levels, and target setting

Monitoring and evaluation

Monitoring and evaluation of the services is delivered on ad-hoc basis and the museums are not evaluating the delivery of training programmes. The consolidation of various monitoring and evaluation activities in relation to the Education programme into a monitoring and evaluation framework is required so as to influence future plans within the Education programme, assess the impact of the service and to measure the extent to which museums are delivering to citizens.

Universal access

Not all materials are available in the 3 regional languages of the Province. This must be addressed. Services should also be improved through the translation of all materials into as well as Braille and audio versions for those visitors who are illiterate.

Supporting environment to improve standard

| Objective | Action | Process (How) |
|--|--|---|
| <ul style="list-style-type: none"> • To provide for adequate support in terms of education programmes among 29 affiliated Museums • Increase access to educational training material • Monitoring and evaluation of education training programmes | <ul style="list-style-type: none"> • Facilitate provision of adequate human resources to render education programme services • Facilitate decision making framework to be developed and approved • Service Charter to formalise commitment of museums report on evaluation and monitoring • Source or reprioritize funding to address access issue • Develop an implementation plan to address and implement improvements | <ul style="list-style-type: none"> • Motivate successfully for the filling of required posts • Systematic monitoring and evaluation of education programmes • Translate education materials for increased accessibility to diverse language audiences, blind people and illiterate people • Engage language and Braille experts for translation • Investigate application for audio versions • Design monitoring and evaluation instruments for monitoring and evaluating of education programmes • Incorporate the monitoring and evaluation aspect into the museums education programmes value chain • Conduct briefing on the affected parties and get commitment • Generate monitoring and evaluation data and compile reports |

v. Professional and legal standards

| Professional standards (if applicable) | Current professional standards | Desired changes: Year 1 | Desired changes: Year 2 | Desired changes: Year 3 |
|--|--------------------------------|--|--|--|
| N/A | N/A | N/A | N/A | N/A |
| Legal standards if applicable (including Standard Operating Procedures sops) | Baseline: Year 0 | Desired changes and revised SOPs: Year 1 | Desired changes and revised SOPs: Year 2 | Desired changes and revised SOPs: Year 3 |
| N/A | N/A | N/A | N/A | N/A |

vi. Batho Pele principles

| Batho Pele principles | Current quantity level 2017/2018 | Desired quantity Year 1 2018/2019 | Desired quantity Year 2 2019/2020 | Desired quantity Year 3 2020/2021 |
|-----------------------|--|--|---|---|
| Consultation: | <ul style="list-style-type: none"> The service is driven by requests however, feedback from affiliated museums is provided at annual meetings and this informs future training. | <ul style="list-style-type: none"> The service is driven by requests however, feedback from affiliated museums is provided at annual meetings and this informs future training. | <ul style="list-style-type: none"> The service is driven by requests however, feedback from affiliated museums is provided at annual meetings and this informs future training. Monitoring and Evaluation reports will be used to inform future activities annually | <ul style="list-style-type: none"> The service is driven by requests however, feedback from affiliated museums is provided at annual meetings and this informs future training. Monitoring and Evaluation reports will be used to inform future activities annually |
| Courtesy: | <ul style="list-style-type: none"> Training officials behave courteously to all they interact with in relation to the programmes | <ul style="list-style-type: none"> Training officials behave courteously to all they interact with in relation to the programmes | <ul style="list-style-type: none"> Training officials behave courteously to all they interact with in relation to the programmes | <ul style="list-style-type: none"> Training officials behave courteously to all they interact with in relation to the programmes |

| Batho Pele principles | Current quantity level 2017/2018 | Desired quantity Year 1 2018/2019 | Desired quantity Year 2 2019/2020 | Desired quantity Year 3 2020/2021 |
|-----------------------|--|---|---|---|
| | <ul style="list-style-type: none"> The Code of Conduct for the Public Service is observed | <ul style="list-style-type: none"> The Code of Conduct for the Public Service is observed. Courtesy is reported and measured through evaluation and feedback from participants and stakeholders (e.g. teachers) at museum-based education programmes Monitoring and Evaluation reports will be used to flag and address issues with Museum managers on a quarterly basis. | <ul style="list-style-type: none"> The Code of Conduct for the Public Service is observed Courtesy is reported and measured through evaluation and feedback from participants and stakeholders (e.g. teachers) at museum-based education programmes Monitoring and Evaluation reports will be used to flag and address issues with Museum managers on a quarterly basis. | <ul style="list-style-type: none"> The Code of Conduct for the Public Service is observed Courtesy is reported and measured through evaluation and feedback from participants and stakeholders (e.g. teachers) at museum-based education programmes Monitoring and Evaluation reports will be used to flag and address issues with Museum managers on a quarterly basis. |
| Access: | <ul style="list-style-type: none"> The team assists any museum on a request basis The team travels to the museum it is servicing All affiliated museums have a list of contact details for the Conservators and Education Officers and can make direct contact to avoid red tape Not all museums are aware of the Museum Service beyond the affiliated museums Training material is not always available in 3 languages; none is available in Braille or on | <ul style="list-style-type: none"> The team assists any museum on a request basis The team travels to the museum it is servicing All affiliated museums have a list of contact details for the Conservators and Education Officers and can make direct contact to avoid red tape A Museum Service travelling display is circulated across the Province to promote its services beyond the affiliated museums At least 2 new training packs are available in 3 languages for the year | <ul style="list-style-type: none"> The team assists any museum on a request basis The team travels to the museum it is servicing All affiliated museums have a list of contact details for the Conservators and Education Officers and can make direct contact to avoid red tape A Museum Service travelling display is circulated across the Province to promote its services beyond the affiliated museums At least 2 new training packs are available in 3 languages for the year | <ul style="list-style-type: none"> The team assists any museum on a request basis The team travels to the museum it is servicing All affiliated museums have a list of contact details for the Conservators and Education Officers and can make direct contact to avoid red tape A Museum Service travelling display is circulated across the Province to promote its services beyond the affiliated museums At least 2 new training packs are available in 3 languages for the year |

| Batho Pele principles | Current quantity level 2017/2018 | Desired quantity Year 1 2018/2019 | Desired quantity Year 2 2019/2020 | Desired quantity Year 3 2020/2021 |
|----------------------------|---|---|---|---|
| | <ul style="list-style-type: none"> audio for those with special needs Venues for training are selected to take account of special needs | <ul style="list-style-type: none"> Venues for training are selected to take account of special needs | <ul style="list-style-type: none"> Venues for training are selected to take account of special needs | <ul style="list-style-type: none"> Venues for training are selected to take account of special needs |
| Information: | <ul style="list-style-type: none"> A Museum Service travelling display is produced to promote its services beyond the affiliated museums | <ul style="list-style-type: none"> Information of the services offered as stated on the Department's website is revised to be more detailed A Museum Service travelling display is circulated across the Province to promote its services beyond the affiliated museums | <ul style="list-style-type: none"> Information of the services offered as stated on the Department's website is revised to be more detailed Two sets of the Museum Service travelling display is circulated across the Province to promote its services beyond the affiliated museums | <ul style="list-style-type: none"> Information of the services offered as stated on the Department's website is revised to be more detailed Three sets of the Museum Service travelling display is circulated across the Province to promote its services beyond the affiliated museums |
| Openness and transparency: | <ul style="list-style-type: none"> Museum Service reports on its activities to affiliated museums gathered at the Annual Symposium The Department's Annual Report is available on the website Regular reporting takes place at Parliament through the Standing Committee | <ul style="list-style-type: none"> Museum Service reports on its activities to affiliated museums gathered at the Annual Symposium The Department's Annual Report is available on the website Regular reporting takes place at Parliament through the Standing Committee | <ul style="list-style-type: none"> Museum Service reports on its activities to affiliated museums gathered at the Annual Symposium The Department's Annual Report is available on the website Regular reporting takes place at Parliament through the Standing Committee | <ul style="list-style-type: none"> Museum Service reports on its activities to affiliated museums gathered at the Annual Symposium The Department's Annual Report is available on the website Regular reporting takes place at Parliament through the Standing Committee |
| Redress: | <ul style="list-style-type: none"> Acknowledgement of the correspondence, an investigation in the case of an incident the generation of a report and a formal | <ul style="list-style-type: none"> Acknowledgement of the correspondence, an investigation in the case of an incident, the generation of a report and | <ul style="list-style-type: none"> Acknowledgement of the correspondence, an investigation in the case of an incident, the generation of a report and | <ul style="list-style-type: none"> Acknowledgement of the correspondence, an investigation in the case of an incident, the generation of a report and |

| Batho Pele principles | Current quantity level 2017/2018 | Desired quantity Year 1 2018/2019 | Desired quantity Year 2 2019/2020 | Desired quantity Year 3 2020/2021 |
|-----------------------|---|---|---|---|
| | <ul style="list-style-type: none"> response to the complainant is effected Suggestions are considered at team/management meetings and a response to the complainant is effected. Turnaround time for acknowledging complaints can be 5 days. | <ul style="list-style-type: none"> a formal response to the complainant is effected. Suggestions are considered at team/management meetings and a response to the complainant is effected. Turnaround time for acknowledging complaints is 48 hours | <ul style="list-style-type: none"> a formal response to the complainant is effected. Suggestions are considered at team/management meetings and a response to the complainant is effected. Turnaround time for acknowledging complaints is 48 hours | <ul style="list-style-type: none"> a formal response to the complainant is effected. Suggestions are considered at team/management meetings and a response to the complainant is effected. Turnaround time for acknowledging complaints is 48 hours |
| Value for money: | <ul style="list-style-type: none"> Museums are receiving this support without having to pay labour costs, training costs and the cost of producing materials, except where the materials are for their own exhibitions. This is therefore a cost saving for museums benefitting The training and printing costs for the Museum Service is as economic as possible since it is done in groups, not for individuals from museums and the cheapest quote principle is applied when procuring suppliers | <ul style="list-style-type: none"> Museums are receiving this support without having to pay labour costs, training costs and the cost of producing materials, except where the materials are for their own exhibitions. This is therefore a cost saving for museums benefitting The training and printing costs for the Museum Service is as economic as possible since it is done in groups, not for individuals from museums and the cheapest quote principle is applied when procuring suppliers | <ul style="list-style-type: none"> Museums are receiving this support without having to pay labour costs, training costs and the cost of producing materials, except where the materials are for their own exhibitions. This is therefore a cost saving for museums benefitting The training and printing costs for the Museum Service is as economic as possible since it is done in groups, not for individuals from museums and the cheapest quote principle is applied when procuring suppliers | <ul style="list-style-type: none"> Museums are receiving this support without having to pay labour costs, training costs and the cost of producing materials, except where the materials are for their own exhibitions. This is therefore a cost saving for museums benefitting The training and printing costs for the Museum Service is as economic as possible since it is done in groups, not for individuals from museums and the cheapest quote principle is applied when procuring suppliers |
| Human resources: | <ul style="list-style-type: none"> 1 X Deputy-Director (SL 11) 1 X Human Scientists (SL 7) | <ul style="list-style-type: none"> 1 X Deputy-Director (SL 11) 1 X Human Scientists (SL 7) | <ul style="list-style-type: none"> 1 X Deputy-Director (SL 11) 1 X Human Scientists (SL 7) | <ul style="list-style-type: none"> 1 X Deputy-Director (SL 11) 1 X Human Scientists (SL 7) |

| Batho Pele principles | Current quantity level 2017/2018 | Desired quantity Year 1 2018/2019 | Desired quantity Year 2 2019/2020 | Desired quantity Year 3 2020/2021 |
|-----------------------|----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Cost: | R1 043 544 | R1 116 592 | R1 194 753 | R1 278 386 |
| Time: | Annually | Annually | Annually | Annually |

Future To-Be Process:

Business Process Map (To-Be Process): Service Two: Museums Education Programmes.

The current As-Is process as depicted at page 41 of 62 will be reviewed by the Directorate Museums, Heritage and Geographical in conjunction with Directorate Process Design and Improvement (DotP) during the period 2016 – 2019.

5. Conclusion

The service delivery improvement plan is aligned to the strategic plan objectives with a specific measure of improving identified services. The implementation of the plan is infused into the day to day operational activities of the Department, in particular the programme in which the standard is monitored.

The Department of Cultural Affairs and Sport is committed to delivering on its mandatory obligations and continuously strive to improve its services to its clients and appropriately account to its stakeholders. There is a deliberate intent from the Top Management to see to the successful implementation of the improvement plan and achieve the objectives set out in this document.

