



Western Cape  
Government

# DEPARTMENT OF CULTURAL AFFAIRS AND SPORT SERVICE DELIVERY IMPROVEMENT PLAN (SDIP):

*Service One: Access to Cultural Facilities*

*Service Two: Museums Education Programme*

01 April 2016 - 31 March 2019



WE CARE



WE BELONG



WE SERVE

DOCUMENT CONTROL	
Document title	Department Cultural Affairs and Sport: Service Delivery Improvement Plan (SDIP) 2016-2019
Creation date	November 2015
Effective date	01 April 2016
Status	Final
Version	V1.0
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Security classification	Open Source

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**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 (2016/17) of the Department of Cultural Affairs and Sport.
- Is compiled with the latest available information from Departmental Business Units and related statutory sources.

**Approved by:**



Mr BC Walters

Accounting Officer: Department of Cultural Affairs and Sport

Date:

14/03/2016

**Authorised by:**



Ms A Marais

Executive Authority: Department of Cultural Affairs and Sport

Date:

15-03-16

## 1. Introduction

The Service Delivery Improvement Plan (2016-2019) 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 2016/17.

## 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:

### Step 1:

A Director – General Circular on SDIP was released to the departments in December 2015. The Departmental Top Management met and identified two services for SDIP Cycle (2016-2019), namely:

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

### Step 2:

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

Business Unit	Name	Designation	Gender	Race
<b>Service One: Arts, Culture and Language Services</b>	Jane Moleleki	Director	F	B
	Nerine Jeaven	Deputy Director	F	C
<b>Service Two: Museums, Heritage and Geographical Names Services</b>	Charlene Houston	Acting Director	F	C
<b>Directorate Strategic and Operational Management Support</b>	Shaun Julie	Director	M	C
	Liezl Jansen	Deputy Director	F	C
	Yolanda Siphondo	Administrative Officer	F	B
<b>Directorate Process Design and Improvement (DotP)</b>	Nelson Mtongana	Deputy Director	M	B
	Athi Sokutu	Chief Organisation Development Practitioner	F	B
	Robbie Hall	Chief Organisation Development Practitioner	M	W

The representatives are mainly from the Administrative Support to Senior Management Services echelon ranging from Administrative Officer to Senior

Manager. This arrangement helped to maintain continuity in the project and consistent representation.

**Step 3:**

An SDIP presentation was made by the Directorate Process Design and Improvement at the SDIP Session attended by the SDIP Coordinator in December 2015. The SDIP Session was held to provide the SDIP Coordinator with guidance on the process forward and the arrangement of dates for follow-up consultations with Line Managers.

**Step 4:**

During early February 2016, 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 5:**

Towards end February 2016, the consolidated SDIP Template 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.

**Step 6:**

During the first week of March 2016, 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 7:**

The Directorate Process Design and Improvement facilitated the submission of the SDIP to the Department of Public Service and Administration (DPSA) in March 2016.

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 8:**

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.

3. **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 with others. In moving to excellence, 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:

	<b>Caring</b>	To care for those we serve and work with
	<b>Competence</b>	The ability and capacity to do the job we are appointed to do
	<b>Accountability</b>	We take responsibility
	<b>Integrity</b>	To be honest and do the right thing
	<b>Innovation</b>	To be open to new ideas and develop creative solutions to problems in a resourceful way
	<b>Responsiveness</b>	To serve the needs of our citizens and employees

4. **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.

#### 4.1 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
<p><b>Constitution of the Republic of South Africa, 1996</b></p>	<ul style="list-style-type: none"> <li>• Section 6(3) and (4): Language</li> <li>• Section 30: Language and culture</li> <li>• Section 31: Cultural, religious and linguistic communities</li> <li>• Section 41: Principles of cooperative government and intergovernmental relations</li> <li>• Section 156(4): Assignment of powers</li> <li>• Schedule 4: Functional Areas of Concurrent National and Provincial Legislative Competence</li> <li>• Schedule 5: Functional Areas of Exclusive Provincial Legislative Competence</li> <li>• Section 195: Basic values and principles governing public administration</li> <li>• Sections 92 and 133</li> </ul>
<p><b>Constitution of the Western Cape, Act 1 of 1998</b></p>	<ul style="list-style-type: none"> <li>• Section 5: For the purposes of the Western Cape Government:               <ul style="list-style-type: none"> <li>○ the official languages Afrikaans, English and isiXhosa are to be used; and</li> <li>○ these languages enjoy equal status.</li> </ul> <p>The WCG must, through legislative and other measures, regulate and monitor its use of Afrikaans, English and isiXhosa.</p> <p>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.</p> </li> <li>• 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.</li> </ul> <p>Registration of and support to cultural councils:</p> <ul style="list-style-type: none"> <li>○ 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</li> </ul>



	<p>support.</p> <ul style="list-style-type: none"> <li>• 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"> <li>○ the promotion of respect for the rights of cultural, religious and linguistic communities in the Western Cape; and</li> <li>○ 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.</li> </ul> </li> </ul> <p>DCAS implements specific policies to support these provisions.</p> <ul style="list-style-type: none"> <li>• Section 82: The directive principles of provincial policy in Chapter 10 (section 81) guide the Western Cape Government when it makes and applies laws.</li> </ul>
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#### 4.2 Legislative mandates

Legislation	Impact on the Department's functionality
<p><b>Public Administration Management, Act 11 of 2014</b></p>	<ul style="list-style-type: none"> <li>• To promote the basic values and principles governing the public administration referred to in Section 195(1) of the Constitution;</li> <li>• To provide for the transfer and secondment of employees in the public administration; to regulate conducting business with the State;</li> <li>• To provide for capacity development and training; to provide for the establishment of the National School of Government;</li> <li>• To provide for the use of information and communication technologies in the public administration;</li> <li>• To establish the Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit;</li> <li>• To provide for the Minister to set minimum norms and standards for public administration;</li> <li>• To establish the Office of Standards and Compliance to ensure compliance with minimum norms and standards;</li> <li>• To empower the Minister to make regulations; and to provide for related matters.</li> </ul>

<p><b>Public Finance Management, Act 1 of 1999</b></p>	<p>The Public Finance Management Act (PFMA):</p> <ul style="list-style-type: none"> <li>• regulates financial management in national and provincial governments, listed public entities, constitutional institutions and provincial legislatures;</li> <li>• ensures that all revenue, expenditure, assets and liabilities of these institutions are managed efficiently and effectively; and</li> <li>• defines the responsibilities of persons entrusted with financial management in these bodies.</li> </ul>
<p><b>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</b></p>	<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>
<p><b>Division of Revenue Act (annual)</b></p>	<p>Every year, the Division of Revenue Act (DORA):</p> <ul style="list-style-type: none"> <li>• provides for the equitable division of revenue raised nationally among the national, provincial and local spheres of government;</li> <li>• determines each province's equitable share of the provincial share of that revenue; and</li> <li>• makes allocations to provinces, local government or municipalities from the national government's share of that revenue, subject to conditions.</li> </ul> <p>DCAS receives Conditional Grants from national government and is responsible for the management of these funds.</p>
<p><b>Promotion of Access to Information, Act 2 of 2000</b></p>	<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"> <li>• compile a manual that explains to members of the public how to lodge an application for access to information that the body holds; and</li> <li>• appoint an information officer to consider requests for access to information held by the body.</li> </ul>
<p><b>Promotion of Administrative Justice, Act 3 of 2000</b></p>	<p>This Act:</p> <ul style="list-style-type: none"> <li>• sets out the rules and guidelines that administrators must follow when making decisions;</li> <li>• requires administrators to inform people about their right to review or appeal and their right to request reasons;</li> <li>• requires administrators to give reasons for their decisions; and</li> </ul>

	<ul style="list-style-type: none"> <li>• gives members of the public the right to challenge the decisions of administrators in court.</li> </ul>
<b>Cultural Institutions, Act 119 of 1998</b>	DCAS must liaise and cooperate with nationally declared cultural institutions regarding arts, culture and heritage matters.
<b>Cultural Promotion, Act 35 of 1983</b>	This legislation was assigned to the Western Cape and DCAS is responsible for complying with the provisions of the Act.
<b>Cultural Affairs, Act 65 of 1989 (House of Assembly)</b>	This legislation was assigned to the Western Cape and DCAS is responsible for complying with the provisions of the Act.
<b>National Archives and Records Service of South Africa, Act 43 of 1996</b>	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.
<b>National Arts Council, Act 56 of 1997</b>	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.
<b>National Heritage Council, Act 11 of 1999</b>	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.
<b>National Heritage Resources, Act 25 of 1999</b>	<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>

<p><b>Pan South African Language Board, Act 59 of 1995</b></p>	<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>
<p><b>South African Geographical Names Council, Act 118 of 1998</b></p>	<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 makes recommendations to the South African Geographical Names Council.</p>
<p><b>World Heritage Convention, Act 49 of 1999</b></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><b>National Sport and Recreation, Act 110 of 1998</b></p>	<p>The Act provides for the promotion and development of sport and recreation and coordination of relationships between SRSA, SASCO (the South African Sports Confederation and Olympic Committee) sport federations, sport councils and other agencies. 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>

<b>Provincial Legislation</b>	
<p><b>Western Cape Provincial Languages, Act 13 of 1998</b></p>	<p>The Western Cape Language Committee established by this Act must, among other things:</p> <ul style="list-style-type: none"> <li>• monitor the use of Afrikaans, English and isiXhosa by the Western Cape Government;</li> <li>• 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;</li> <li>• actively promote the principle of multilingualism;</li> <li>• actively promote the development of previously marginalised indigenous languages;</li> <li>• advise the MEC and the Western Cape Cultural Commission on language matters in the Province; and</li> <li>• advise PanSALB on language matters in the Western Cape.</li> </ul> <p>DCAS has oversight of the WCLC and provides this Committee with administrative and financial support.</p>
<p><b>Western Cape Cultural Commissions and Cultural Councils, Act 14 of 1998</b></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"> <li>• the visual, performing and literary arts;</li> <li>• the natural and human sciences;</li> <li>• cultural history; and</li> <li>• the cultural awareness and cultural involvement of youth.</li> </ul> <p>DCAS has oversight of the WCCC and provides the Commission with administrative and financial support.</p>
<p><b>Western Cape Heritage Resource Management Regulations 336 of 2002</b></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>
<p><b>Western Cape Heritage Resource Management Regulations 298 of 2003</b></p>	<p>Afrikaans and IsiXhosa versions: DCAS has oversight of Heritage Western Cape – the Provincial heritage resources authority</p>

	<p>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>
<b>Provincial Archives and Records Service of the Western Cape Act, 3 of 2005</b>	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.
<b>Museums, Ordinance 8 of 1975</b>	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.
<b>Oude Kerk Volksmuseum Van't Land van Waveren (Tulbagh), Ordinance 11 of 1979</b>	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.
<b>Provincial Library Service, Ordinance 16 of 1981</b>	DCAS is responsible for the execution of and compliance with the provisions of this Ordinance in respect of Provincial libraries in the Western Cape.

#### 4.3 **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. Citizen.

#### 4.4 **Our Customers/Clients**

- a. Provincial Government Departments.
- b. Local Government.
- c. Citizens.
- d. NGOs and CBOs.

e. School.

#### 4.5 **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:

<b>1 Provide Cultural Affairs and Sport Services</b>
<b>1.1 Manage Cultural Affairs</b>
<b>1.1.1 Provide Arts, Cultural and Language Services</b>
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
<b>1.1.2 Provide Museum, Geographical Names and Heritage Resource Management Services</b>
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
<b>1.1.3 Manage Library Services</b>
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
- 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



**Table 1:** Outline of the Services per Programme

<b>Programme 1 Administration</b>	<b>Programme 2 Cultural Affairs</b>	<b>Programme 3 Library and Archive Services</b>	<b>Programme 4 Sports and Recreation</b>
<p><b>Programme Purpose:</b> To provide overall financial and strategic management and administrative support</p> <p><b>Sub Programmes:</b> 1.1 Office of the MEC 1.2 Financial Management Services 1.3 Management Services</p>	<p><b>Programme Purpose:</b> To provide arts and culture, museum, heritage and language-related services to the inhabitants of the Western Cape</p> <p><b>Sub Programmes:</b> 2.1 Management 2.2 Arts and Culture 2.3 Museum Services 2.4 Heritage Resource Services 2.5 Language Services</p>	<p><b>Programme Purpose:</b> To provide comprehensive library and archive services in the Western Cape</p> <p><b>Sub Programmes:</b> 3.1 Management 3.2 Library Services 3.3 Archives</p>	<p><b>Programme Purpose:</b> To provide sport and recreation activities for the inhabitants of the Western Cape</p> <p><b>Sub Programmes:</b> 4.1 Management 4.2 Sport 4.3 Recreation 4.4 School Sport 4.5 MOD Programme</p>

## 5. **Situational Analysis**

### 5.1 **Performance environment:**

The demand for the Department's services is described below in terms of the services provided by the Department; Culture should be regarded as the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs.

Arts, culture and heritage, as the creative manifestation and source of individual and collective expression, which is continually in the process of reinventing and reinterpreting historical traditions and heritage, shapes the ways of living together of a society.

By providing a creative outlet for expression, arts, culture and heritage fosters a sense of individual well-being and encourages greater understanding and respect for social and cultural diversity at national, provincial and local level. Social cohesion and intercultural dialogue are important markers of human development, since they engender social trust and inclusion of minorities, and assist in building stable and resilient societies.

The 20 Year Review of the Presidency acknowledged that South Africa's nation-building project includes forming a common identity, while recognising and respecting diverse ethnic, racial and other groupings. It involves multiculturalism, which recognises the cultural rights of ethnic and other minorities. It further recognised that arts, culture and heritage also are important for creating the overarching identity of a nation.

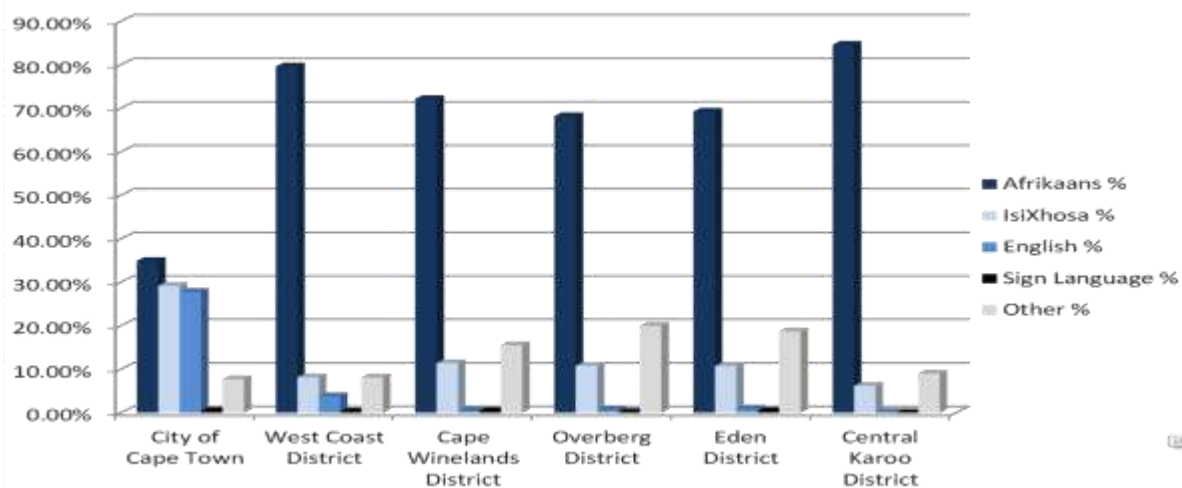
#### **Arts, culture and language services**

In partnership with relevant stakeholders such as Baxter Theatre, Artscape, Die Burger Suidoosterfees and Cape Town International Jazz Festival, government has transformed the sector to be more inclusive and to embrace the country's diverse arts, culture and heritage.

Government aims to create a socially inclusive environment through the promotion of the initiation programme which embraces the principle of responsible adulthood and citizenry.

However, much is still to be achieved and some of the actions required are set out in Outcome 14 of the MTSF.

The 2011 Census provided details on the first language (mother tongue language) preferences of citizens in the Cape Metro and five district municipalities to whom services should be rendered by the Western Cape Government's departments, provincial public entities, and the municipalities in the province, as shown in the graph below:



The 2011 Census indicated a 15.5 percent increase in the population of the Western Cape since 2001 to 6 950 782. It also reflected a shift in the percentage of first language speakers in the Western Cape, with an increase of isiXhosa speakers and a decrease of Afrikaans speakers.

This shift should be seen against the background of the increase in the population of the Western Cape and especially of isiXhosa speakers who moved to the Western Cape from other provinces.

OFFICIAL LANGUAGES OF THE WESTERN CAPE	CENSUS 1996	CENSUS 2001	CENSUS 2011
Afrikaans	58.5%	55.3%	49.7%
isiXhosa	18.9%	23.7%	24.7%
English	20.1%	19.3%	20.2%
Other	2.6%	1.7%	5.3%

The evaluation of these statistics also provides an insight into first language preferences (mother tongue speakers) of official languages and South African Sign Language of residents in municipal areas in the Western Cape. Overall, it is clear that other than in the City of Cape Town and Knysna, George, Bitou and Overstrand municipalities, Afrikaans is the first language of more than 70 percent (in some cases as high as 89 percent) of the inhabitants of municipalities.

English is the first language of approximately 20 percent of the population of the Western Cape, but it is an international language that is used by many as a second language.

There are approximately 22,000 South African Sign Language first language speakers in the Western Cape. Other South African official languages used in the Western Cape are Sesotho (64 000 speakers), Sestwana and isiZulu (22 000 each).

The Founding Provisions of the Constitution of the Republic of South Africa tasks all municipalities to take the language usage and preferences of residents into account when they deliver services.

Service delivery by national and provincial government departments and entities should also take this information into account when communication with and service delivery to inhabitants take place.

The Constitution of the Republic of South Africa (1996), the Western Cape Provincial Constitution, 1997 (Act 1 of 1998) and the Western Cape Provincial Languages Act, 1998 sets out the responsibilities of the provincial government regarding its obligations towards the use of official provincial and other languages.

Service delivery by government to citizens in the language of the choice of the client remains one of the most divisive issues raised in social cohesion conversations held over the past few years in the Western Cape to ensure a socially cohesive and inclusive society.

The expansion of the innovative EPWP projects that provides meaningful job opportunities to the youth within the arts, culture and heritage sector was made possible with an increased allocation since 2011/12 to 2014/15.

This underscores the responsibility set out in the NDP where the emphasis in the early years of the implementation of the NDP will be on absorbing the unemployed, especially young people, into economic activities.

Beneficiaries have thus far been provided with training opportunities to attend SAQA accredited courses in Tourism Guiding, Arts and Culture Management at Community Level and Theatre Lighting and Sound.

<b>EXPANDED PUBLIC WORKS PROGRAMME IN CULTURAL AFFAIRS</b>				
Number of EPWP work opportunities created	2011/12	2012/13	2013/14	2014/15
	152	119	242	305**
Total allocation	R4 000 000	R4 000 000*	R8 668 0000*	R13 000 000*

\* These amounts include the Incentive Grant allocations for the respective financial years

\*\*Planned target

Continued interaction and partnerships between professional and rural arts and culture organisations had taken place over the past five years resulting in the expansion of the scope of art disciplines in the Western Cape.

Although the Department is not the only funding source, applications from organisations in the Western Cape over the past five years reflected the economic pressures.

Interaction with the fragmented arts, culture and heritage sector remains a challenge for the Department. It envisages a more structured interaction with the sector during the next five years to encourage and establish meaningful dialogues.

FINANCIAL ASSISTANCE TO ARTS AND CULTURE ORGANISATIONS							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Number of applications received (not necessarily successful application)	198	225	208	265	244	166	202*
Number of grants-in-aid awarded by DCAS	78	82	77	66	57	72	81**
<b>Total amount awarded</b>	<b>R6 708 220</b>	<b>R6 728 717</b>	<b>R6 261 879</b>	<b>R10 609 550</b>	<b>R11 175 000</b>	<b>R13 515 000</b>	<b>R15 115 313</b>

\* Estimated number of applications to be considered and amount to be transferred in 2014/15

\*\* Planned target

### Museum, geographical names, and heritage services

There are more than 140 museums in the Western Cape, including three declared cultural institutions funded by the national Department of Arts and Culture, 29 affiliated museums, four museums managed by municipalities or their agency, nine institutional museums managed by national government departments and agencies or tertiary education institutions, and the rest by the private sector and private persons. Amongst these are also areas where communities' heritage is showcased. The locations of museums throughout the Province are depicted in the map below:



The draft National Museum Policy (2013) provides a framework to heritage institutions and provinces as to what constitutes 'national' museums. It also reflects the proposals for the rationalisation and alignment of declared cultural institutions. The draft National Museum Policy will enable the Department to finalise the draft Western Cape Provincial Museum Bill.

However, the challenges regarding governance and financial management in heritage institutions and museums must be taken into account before the finalisation of provincial museum legislation for the Western Cape.

A key provision of the provincial museum policy and therefore of the envisaged legislation will be the creation of regional structures for museums as a way of providing professional, administrative, and financial support to them. This regional model will be introduced on a pilot basis starting in the Cape Town metro and thereafter expanding to other regions as resources and other constraints permit.

The transformation of museum exhibitions and the public programmes over the past number of years presented at affiliated museums had resulted in more visitors at affiliated museums.

<b>VISITORS TO 28 AFFILIATED MUSEUMS IN THE WESTERN CAPE*</b>					
	2009/10	2010/11	2011/12	2012/13	2013/14
Number of visitors	318 057	331 184	368 332	456 890	478 714

\* The visitor numbers to the Cango Caves Museum are not reflected.

New museum exhibitions featuring interactive displays and representative artefacts and public programmes in the three official languages of the Western Cape also contributed to the promotion of social inclusion, cultural tourism and creating cultural warmth. Increasingly a 34 broader representation of the cultural heritage of the communities of the Western Cape is showcased providing visitor experiences aligned with the national Cultural Heritage Tourism Strategy (2011) and the National Rural Tourism Strategy (2012).

On-going innovation in exhibitions is necessary with a focus on the incorporation of technology into exhibitions the way written information and language is used and techniques for museum interpretation. In order to address these matters the museum service will be required to utilise outside expertise to a greater extent than has previously been the case as it is not possible for a relatively small pool of expertise in the service to possess the full spectrum of skills required.

The Museum Service will also look at how the EPWP programme can be used to create role playing situations in museums as a way of both enhancing visitor experience and projecting the multiple views of the past that adequately reflect the wide variety of views of our multicultural society. This latter form of museum guiding is known as 'first person interpretation.

In addition to the need to service affiliated museums, it is also recognised that the Museum Service could provide a variety of services to museums that do not receive staff and regular financing from the Department. In this regard it is intended to open training and related opportunities, collections and information management systems, marketing and web services and a variety of other potential opportunities to a wider spectrum of museological institutions than has previously been the case.

More than 12 000 geographical names are scattered across the map of the Western Cape. These geographical names are in the process of being reviewed, standardised or, where the need arises, changed in terms of the relevant legislation and guidelines for public consultation by the relevant authorities. The Western Cape Provincial Geographical Names Committee is tasked with considering applications from the Western Cape for name changes, must review

the existing name changes that are required to be verified or standardised. The Committee makes recommendations to the Geographical Names Council of South Africa. This work will continue despite limited resources available.

<b>NUMBER OF GEOGRAPHICAL NAMES CONSIDERED BY THE WESTERN CAPE PROVINCIAL GEOGRAPHICAL NAMES COMMITTEE TO BE CHANGED, REVIEWED OR STANDARDISED BY THE GEOGRAPHICAL NAMES COUNCIL OF SOUTH AFRICA</b>				
	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
Number of geographical names verified and researched	405	315	300	300

The Department is making progress with the extensive preparation required for two nomination dossiers for submission as World Heritage sites: The first relates to the development of the Cape Winelands Cultural Landscape and the second to the origins of modern humans.

### **Library services**

The Library Service works in conjunction with municipalities to provide public library services to communities throughout the Western Cape. The number of libraries has grown substantially over the past few years.

However, there are still communities that do not have access to library and information services and there is a huge demand for new libraries and upgrades 35 of existing facilities. The table below shows the steady growth in the number of library centres.

The substantial growth in the Conditional Grant will make it possible to increase the number of new library and upgrading projects per year.

<b>LIBRARY SERVICE: MEMBERSHIP, CIRCULATION AND NUMBER OF LIBRARIES SINCE 2009*</b>			
<b>Year</b>	<b>Total membership</b>	<b>Total circulation</b>	<b>Number of libraries</b>
2013/14	1 126 747	19 836 608	354
2012/13	1 278 953	20 897 990	347
2011/12	1 213 185	20 749 866	343
2010/11	1 261 516	21 933 268	336
2009/10	1 173 532	22 251 478	330

These figures do not include the many people who made use of public libraries e.g. for reference purposes and use the internet.

The considerable increase in Conditional Grant funding in the 2014 Medium-Term Expenditure Framework (MTEF) period has started to address the unfunded mandate of B1 and B2 municipalities in respect of providing library services. Municipal replacement funding for B3 municipalities continues.

Together with Conditional Grant funding, this should in future cover 100 percent of library service expenditure of B3 municipalities in the Western Cape.

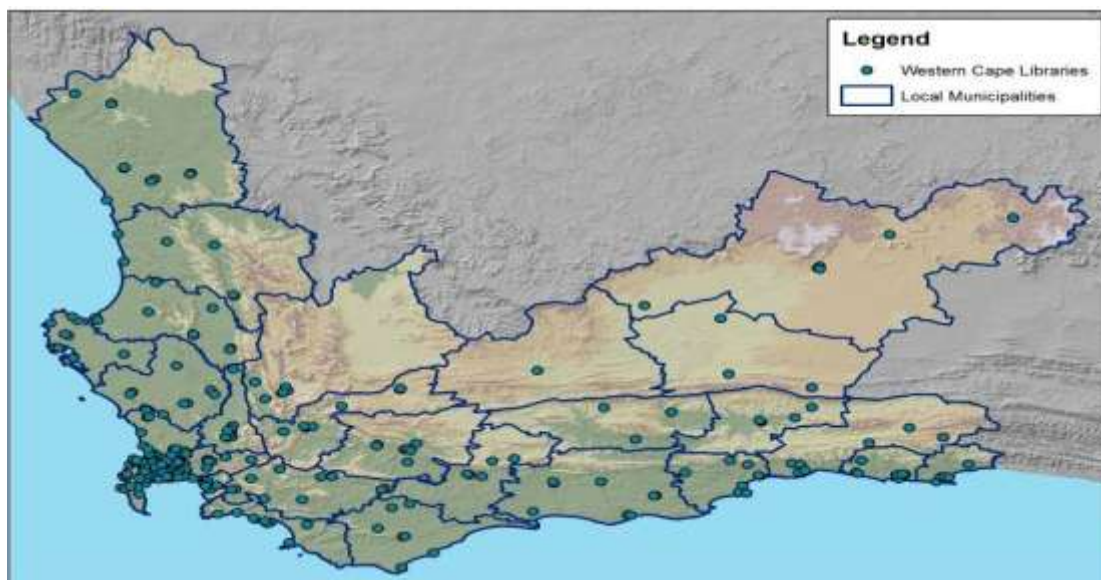
CONDITIONAL GRANTS RECEIVED FOR THE ENHANCEMENT OF PUBLIC LIBRARIES	
Year	Amount received
2014/2015	R 126 347 000
2013/2014	R 68 542 000
2012/2013	R 56 129 000
2011/2012	R 48 694 000
2010/2011	R 49 638 000
2009/2010	R 41 073 000

The Western Cape has, since the inception of conditional grant funding put the emphasis on providing funding to municipalities to fund additional library posts and since 2014 existing posts. All additional library posts funded by the Conditional Grant since 2007 have been contract posts. With the additional Conditional Grant funding most of the B municipalities have either made their contract posts permanent or upgraded it to fixed term three-year contracts with benefits.

Year	Funding of additional posts	Funding of existing posts
2014/2015	331	209
2013/2014	331	0
2012/2013	331	0

The Rural Library Connectivity Project which provides internet access to rural communities is continuing. The Library Service is taking part in the Broadband Initiative of the Western Cape Government. Broadband connection will, according to an implementation plan received, be rolled out during 2015 and 2016.

The location of libraries in the Province is depicted in the map below:



The number of libraries per population in the various District Municipalities in the Province is tabulated below:



Districts	No. of library centres	Population	Ratio
Cape Winelands	72	835 135	1: 11 599
West Coast	57	419 891	1: 7 366
Central Karoo	14	72 673	1: 5 190
Eden	70	595 886	1: 8 586
Overberg	40	275 923	1: 6 898
City of Cape Town	108	3 918 830	1: 36 285
<b>Western Cape</b>	<b>361</b>	<b>6 118 338</b>	<b>1: 16 948</b>

Source: StatsSA 2014

Assistance to Category B3 municipalities has been provided since 2011. This funding is now at almost 100 percent of municipalities' expenditure on libraries. Since 2014, National Treasury has increased Conditional Grant transfers to the Western Cape with a substantial amount with the following conditions:

- 80 percent to be utilised to start addressing the B category municipalities' unfunded mandate, with specific emphasis on staff funding. (Metropolitan Libraries were excluded from this additional funding).
- 20 percent to be utilised to address the library buildings backlog, with special emphasis on school/community libraries.

This funding has substantially reduced the unfunded mandate at all Category B municipalities during 2014. During 2014, the Western Cape was requested by the Department of Arts and Culture to provide a strategic model to address the unfunded mandate. This strategic model is currently under development.

It is suggested that full funding of municipalities' expenditure on libraries be phased in. The strategic model also aims at speeding up addressing the substantial backlog in library facilities and procurement of library material, including revision of the current Library Service structure and equitable share, as it will increasingly be strained with the expanding service demands resulting from addressing the unfunded mandate and backlogs.

The Western Cape will opt for the executive assignment model of the library function at municipal level, with the Western Cape Library Service retaining its current role. Policy for the Western Cape library function is to be developed during the next five years. Minimum norms and standards are being updated. During 2015-2019 the Department will continue to pursue improvements in the accounting processes of the Library Service.

### **Archive and records services**

Sound records management is essential to ensure Government's accountability to the public and to guarantee the best possible use of this information. Robust records management is even more important to ensure that government operates more cost-effectively, to successfully achieve their objectives.

The Provincial Archive Services will therefore, provide support to government bodies to manage their information resources of value. Compliance by 56 government bodies in the Western Cape are currently being monitored by the Provincial Archive Services regarding records management practices. Records inspections revealed that most government bodies adhere to the records management recommendations and requirements.

Cooperation with government bodies to implement transparent, open and accountable governance will continue during 2015 to 2019 to establish dynamic systems for efficient and effective governance. Due to popular demand and regular use of the archival records by the public it become essential for the Provincial Archive Services to implement conservation treatments and digitalisation programmes to make provision for easy access worldwide and preservation of these historical records.

In the past few years, continuous advances in digital technology have seriously challenged the traditional practices of archival management. To fulfil its mandate of being a source of enduring knowledge accessible to all in today's digital environment, the Provincial Archive Services of the Western Cape is committed to develop archival standards and processes to digitise its content and increase the presence, relevance and visibility of its content by taking advantage of digital technology and opportunities to collaborate with users and various stakeholders.

In accordance with the Provincial Archives and Records Service of the Western Cape Act, 2005, the Western Cape Archives Advisory Committee was established in 2013 to advise the Provincial Minister on archival and records management matters and support the functions and objectives of the Archive Services

### **Sport services**

The Department provides its sport-related services in conjunction with civil society, sport federations and recreation bodies. In order to shift from an environment of illness to an environment of wellness, from a position of disease to ease, disable to able, a holistic approach must be taken that combines the psychological, physiological and spiritual development and well-being of the people and their communities.

In 2014 there were three academies and 415 clubs in the Province. The Department conducted a socio-economic impact study that showed how sport contributes to Western Cape's GDP.

In terms of economic contribution, GDP and employment, and using two percent as a conservative estimate (given the recorded 2.1 percent national average of GDP contribution to sport), and the most appropriate economic multipliers, the research conducted for this study found that sport contributed in excess of R8.8 billion to the Western Cape GDP during 2012 (*A Case for Sport*, University of the Western Cape and Stellenbosch University Bureau for Economic Research, 2014).

Sport Federations in partnership with the Department would assist in ensuring that funding received for sport would be optimally used to benefit sport in the Province. A closer cooperation with municipalities, federations and civil society will also enhance the delivery of sport and recreation services in the Province.

### **School Sport**

Within the School Sport environment, next-level opportunities are created through the promotion of:

1. School Sport Development, which focuses on assisting with:
  - Intra-school and Inter-school leagues
  - School-going learner-based competitions
  - Code specific coach development
  - District-based selected representative teams
  - Province-based selected representative teams
  
2. School Sport Programmes, which focuses on assisting with:
  - Support to Sport Focus Schools
  - Overseeing the SRSA Ministerial Bursary Programme of which the Western Cape
  - Promoting synergy with respective federations
  - Co-ordination of talent identification and talent development
  - Developing a pathway for further development of talented learners

Furthermore, School Sport functions within the four WCED Metro Districts, namely, Metro Central, Metro East, Metro North and Metro South; as well as all five Rural Districts, namely, Eden, Cape Winelands, Central Karoo, Overberg and West Coast. The main focus of School Sport, is the promotion of various competition-based and next-level activities for school-going children, for example, learner participation in various league systems, district-based and provincial competitions, as well as talent identification and talent development opportunities, through for example, its focus code and focus school, approach.

Currently, within the School Sport environment, SRSA has identified two Sport Focus Schools in the Western Cape Province which has been endorsed by the JPTT. They are the Western Cape Sport School (Metro East District) and George High School (Eden District). School Sport co-ordinates its existing sport programme at the Western Cape Sport School.

SRSA has mandated provinces to work with code specific structures. Of the 16 code specific provincial structures, various structures are at different stages of formation. Ongoing discussions are taking place in order to facilitate the finalization of the formation of the relevant structures. The same applies to the district code specific structures, and here the WCED has been mandated by the Department of Basic Education (DBE) to oversee the process.

In assisting with the relevant code specific structure formations, regular meetings and consultations are being held with the Western Cape Provincial Sport Confederation (WCPSC), in their role as the custodian of sport and recreation in the Western Cape, so that they can assist with the facilitation and oversight of these processes. Also, regular school sport meetings are held and scheduled in preparation for the annually held South African National Schools Championship (SANSC).

Generally mid-week inter-school leagues take place within the relevant codes of sport and in each of the five rural districts, as well as the Cape Metro. Some of the schools also participate in the federation-based leagues that take place on a Saturday.

The mid-week competitions are arranged under the auspices of the Western Cape Education Department and supported by DCAS. At present there are 1

226 out of the approximately 1 450 Public Ordinary Schools, which are registered to compete in the various inter-school leagues. In addition, provincial competitions involving district winners take place in 14 codes of sport as well as in Indigenous Games in preparation for participation at the annual SANSC.

In order to further promote inter-school participation, a Western Cape School Sport Indaba took place on 17 and 18 October 2014 where various relevant role-players and stakeholders met and discussed how this could be implemented. At the SANSC, talent identification is done by the respective national federations, thus creating opportunities for talented learners from all provinces to be awarded Ministerial Bursaries in 2015/16 and thereafter until these talented learners matriculate. In the Western Cape, during 2012/13 there were six recipients of the national Ministerial Bursary, in 2013/14 there were five recipients and during 2014/15 there was one recipient, namely, Ngwane Vilakazi, and U/13 Hockey player from Ikwezi leSizwe Primary School, in Khayelitsha, Vilakazi was also named as the Hockey Player of the SANational Schools Championship.

### **Recreation**

Recreation is a platform from which sport can develop and grow, as recreation promotes a philosophy and ethos of healthy living, lifelong activity and lifelong learning. Recreation provides activities for all ages and may alert people to the potential and skills that lie within themselves. Examples of these activities include:

- Modified Sport
- Indigenous Sport
- Farm Centre Sport
- Community Centre Sport
- Indigenous Games
- Farmworker Games
- Senior Citizens/Golden Games
- Big Walks
- Wellness Day(s)
- Board and Computer Games

Furthermore, recreation provides individuals with greater insight to the type of life chances and opportunities that exist and with which they can connect. By facilitating recreation events in the Province, the Department aims to facilitate connections between:

- Individuals with themselves (Individuals learn to know themselves)
- Society with youth and youth with society
- Families (Youth with adults and vice-versa)
- People to work (Employment for coaches)
- Communities (Communities play with each other)
- Individuals from illness to wellness

The Department embarked on a process to re-establish Indigenous Games (IG) structures in the Western Cape in alignment with the National Sport and Recreation Plan (NSRP).

Sport and Recreation South Africa (SRSA) gave the nine provincial departments responsible for sport and recreation, a mandate to establish code structures and co-ordinating committees for the various IG codes, and establish IG leagues at local, district and provincial levels.

Relevant conditions of the National DORA Conditional Grant that is allocated to provinces, by SRSA, require that a certain percentage of the funds be allocated to hubs, for support of Indigenous Games, Golden Games and big walks.

With regard to the IG structures, SRSA has directed that it must be aligned with South Africa's geo-political boundaries and that the appropriate sphere of government should gradually take responsibility for these structures, at each level, namely:

- 1 National structure (SRSA)
- 9 Provincial structures (provincial departments)
- 53 District structures (district municipalities)
- 187 Local structures (local municipalities)

In the Western Cape, IG is structured in all six of its municipal districts, with the next step being the election of a provincial structure. It is further envisaged that clubs will be structured at a local level, so that proper, structured league matches can start taking place. Technical officials, coaches and administrators are being trained in preparation for the demand.

The Golden Games and Big Walks form an integral part of recreation activities in the communities. The big walks connect the young, youth, adult, elderly and family, in one activity.

### **Employee wellness services**

The Department will increase the number of activities promoted at the newly established WCG Gym in order to promote healthy lifestyles and wellness amongst employees in the Western Cape Government. There are currently 259 employees registered as members of the WCG Gym.

### **Mass participation; Opportunity and access; Development and growth (MOD)**

The MOD Programme is an after-school, mass participation programme that provides school going children with access to various fun-filled, play-based, recreation-based, modified activities on a daily basis.

This programme is hosted across the Province, at MOD Centres that are based at either a Primary School or a High School. Generally, Primary School-based MOD Centres act as the feeder to their neighbouring High School-based MOD Centres.

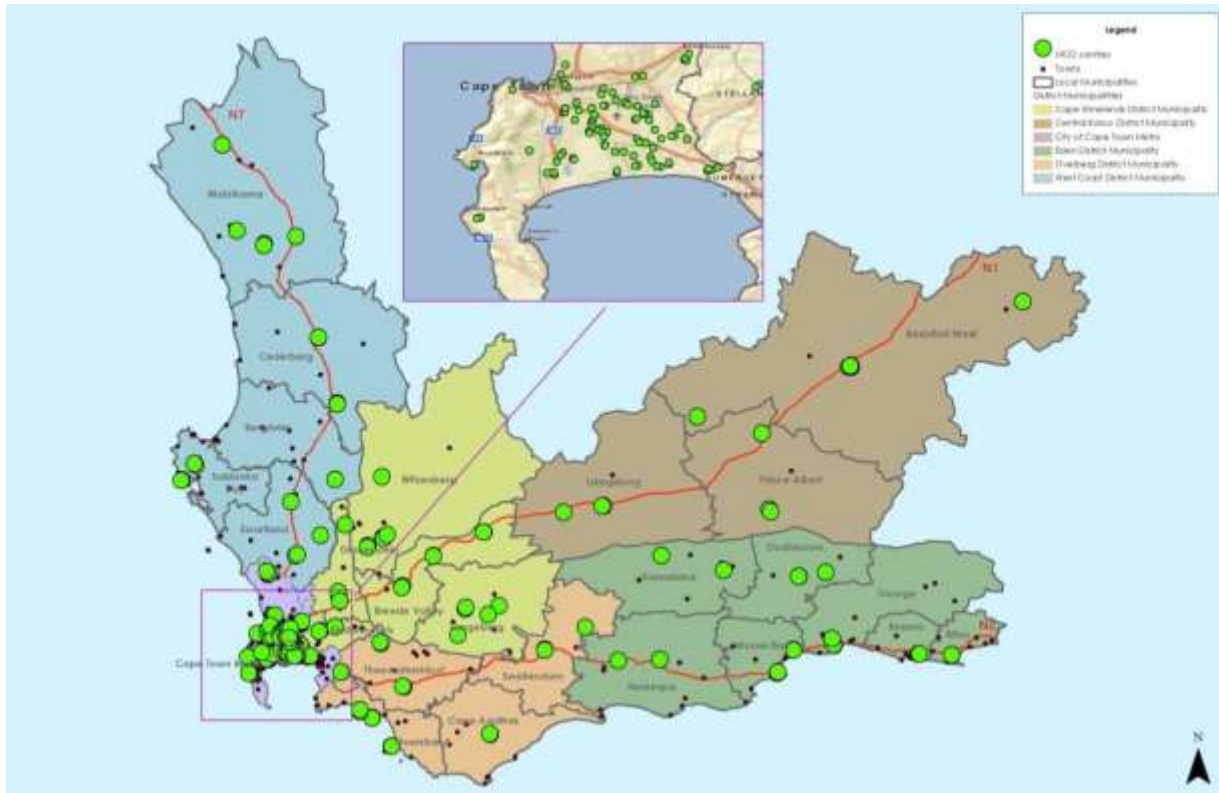
In this way, the learner is presented with the opportunity to have continuous access and exposure to opportunities offered via the MOD Programme, for a period of at least 12 years.

MOD Centres are mainly based in historically, disadvantaged and underserved areas. This being the context in which most, if not each of the MOD Centres reside, relatively poor facilities, resources and security, or a lack thereof, prevail.

Despite these adversities and circumstances, through positive human elements such as perseverance, passion and commitment, a number of participants display skills and talents, as well as the potential for further development.

Through various talent identification and talent development processes, the participants that display the said potential for further development have the opportunity to advance their skills and talents to another level.

The MOD centres located throughout the Province are shown in the map below:



The MOD Programme promotes a philosophy and ethos of healthy living, lifelong activity and lifelong learning. It also focuses on the psychological, physiological and spiritual development and well-being of its participants and the communities in which the MOD centres function.

The MOD programme connects learners to a number of next-level opportunities, such as school sport, club sport, arts, culture, as well as academic-based activities. It also provides job opportunities for coaches and managers of the programme.

These job opportunities, along with the capacity building opportunities that are offered in the programme, assist the employees with capacitating themselves, so that they can be further connected with next level job opportunities.

A Monitoring and Evaluation report compiled for the Department included the following findings with regard to the MOD Programme:

- Improvement in the participation in School Sport;
- Improved learner behaviour;

- Improved learner school attendance; and
- Improved academic results.

The MOD Programme will continue to work towards the realisation of these afore-mentioned outcomes, along with other intended outcomes, that will include indicators such as:

- Improvement in participation in after-school activities;
- Improvement in activity-based teams;
- Learner affiliation to local clubs;
- Positive community involvement; and
- Positive role-models.

The Year Beyond programme is an after-school academic enrichment programme and will be rolled out at the beginning of 2015 at MOD centres with the aim of assisting with the improvement of results at the relevant schools.

5.2 Organisational environment:





### Critical vacancies

The Director for Archives and Records Services was appointed as of 1 December 2014. An Acting Director for Enterprise Content Management was appointed as of 1 September 2014. The Department therefore has no vacancies in the Senior Management Service. Staff employed and posts vacant are tabulated below per Programme and salary band:

<b>EMPLOYMENT AND VACANCIES BY SALARY BAND, 24 DECEMBER 2014</b>					
<b>Salary band</b>	<b>No. of Posts Funded</b>	<b>No. of posts filled</b>	<b>Vacancy Rate (%)</b>	<b>Persons additional to the establishment</b>	<b>Vacancy Rate taking additional Staff into account</b>
Lower skilled (levels 1-2)	84	78	7.1%	2	4.8%
Skilled (levels 3-5)	222	184	17.1%	33	2.3%
Highly skilled production (levels 6-8)	246	219	11.0%	5	8.9%
Highly skilled supervision (levels 9-12)	85	71	16.5%	1	15.3%
Senior management (levels 13-16)	12	12	0.0%	0	0.0%
<b>TOTAL</b>	<b>649</b>	<b>564</b>	<b>13.1%</b>	<b>41</b>	<b>6.8%</b>

<b>EMPLOYMENT AND VACANCIES BY PROGRAMME, 24 DECEMBER 2014</b>					
<b>Programme</b>	<b>No. of Posts Funded</b>	<b>No. of posts filled</b>	<b>Vacancy Rate (%)</b>	<b>Persons additional to the establishment</b>	<b>Vacancy Rate taking additional Staff into account</b>
Programme 1	112	96	14.3%	8	7.1%
Programme 2	217	203	6.5%	9	2.3%
Programme 3	233	211	9.4%	3	8.2%
Programme 4	87	54	37.9%	21	13.8%
<b>TOTAL</b>	<b>649</b>	<b>564</b>	<b>13.1%</b>	<b>41</b>	<b>6.8%</b>

### Human Resources Plan

The Department's Human Resource Plan for 1 April 2013 to 31 March 2018 was updated as at 1 April 2014 and identifies the following human resource policy priorities:

- Improve recruitment and selection processes and turn-around time for the filling of posts.
- The implementation of strategies and practices that would aid in the retention of employees and skills.
- Training and development informed by current and future skills needs.
- The implementation of continued transfer of institutional memory and Capacity building of employees.
- Implementation of EE Plan and Affirmative Action measures.
- Development and Implementation of Transversal Retention Strategy/Framework.

The Department identified the following as critical occupations which are crucial to the Department's operations, growth and development:

- Archivist
- Librarian
- Cultural Officer
- Heritage Officer
- Museum Human Scientist
- Sports Promotion Officer
- Language Practitioner

Vacancies per critical occupation are as follows:

<b>EMPLOYMENT AND VACANCIES BY PROGRAMME, 24 DECEMBER 2014</b>					
<b>Program me</b>	<b>No. of Posts Funded</b>	<b>No. of posts filled</b>	<b>Vacancy Rate (%)</b>	<b>Persons additional to the establishment</b>	<b>Vacancy Rate taking additional Staff into account</b>
Archives	18	18	0.0%	0	0.0%
Cultural Officer	8	17	12.5%	1	0.0%
Heritage Officer	5	4	20.0%	0	20.0%
Librarian	33	26	21.2%	1	18.2%
Museum Human Science	8	8	0.0%	0	0.0%
Sports Promotion Officer	30	27	10.0%	1	6.7%
Language Practitioner	5	5	0.0%	0	0.0%
<b>TOTAL</b>	<b>107</b>	<b>95</b>	<b>11.2%</b>	<b>3</b>	<b>8.4%</b>

The Department will work towards reducing its vacancy rate and the time taken to fill posts. In order to address critical skills shortages, critical competencies will be prioritised in the Workplace Skills Plan (WSP) to address up-skilling of employees and priority fields of study will be incorporated in bursary allocation criteria. The Department has an extensive internship programme in place. This programme will continue in order for the Department to have a skills base from which to draw core and critical skills.

### **Systems and Information Technology**

The MyContent system is part of the WCG Suite, and phase one of the roll-out plan was implemented in the Department during 2014/15, enabling staff to capture, store, access content digitally. During the Strategic Plan period the roll-out of the system will be extended to all employees in the Department and entrenched in the Department's daily operations.

The Department will use technology to digitise of the oldest records in the country to ensure their continued survival. This strategy to ensure the long-term preservation of the records will require that digital surrogates can be consulted instead of the fragile originals.

The Department engaged with the Department of the Premier regarding e-filing. It is imperative that the Western Cape Archives and Records Service, as the oversight body for records management in the Province, extend the e-filing functionalities to enable them to advise other departments regarding the management of e-records.

The Department is also using technology to take library services to people in remote rural areas. The Rural Library Connectivity project, in partnership with the Department of the Premier, bridges the digital gap in rural areas.

The Department is using the SITA Library Information Management System (SLIMS) for the management of library material as assets. The Department also assists municipalities by funding the implementation of SLIMS in public libraries.

The Department implemented a project to create a Heritage Information Management System (HIMS) for the sector. This will be shared with Heritage Western Cape and provides a data management and geographical information system that will automate certain processes and generally improve public access to heritage information to contribute to effective service delivery. It will be web-based and has the potential to expand into the realm of virtual heritage projects in the future. It will also be designed to assist with the management of heritage assets and to ensure compliance with audit requirement in this regard.

The Department ensures that staffs have the required skills and competencies to ensure the optimized use of these resources to use the various technologies efficiently and effectively.

### **Accommodation**

In terms of the User Asset Management Plan submitted by the Department to the Department of Transport and Public Works, the Department currently occupies 10 leased and 18 state-owned buildings in the Western Cape. The Department requires an additional 4 142 square metres for six offices in different areas of the Province to enable effective service delivery and deliver on the Department's plans.

The Department relies on the Department of Transport and Public Works for additional immovable assets as well as assistance in maintenance requirements. Quarterly Accommodation meetings are held at with the Department of Transport and Public Works to discuss the accommodation and maintenance requirements of the Department.

Annual audits are undertaken at all of the Department's offices to ensure that the accommodation requirements are adequately provided and maintenance requests, especially those which pose an occupational hazard, are brought to the attention of the Department of Transport and Public Works.

In terms of the Department's User Asset Management Plan, the Department aims to:

- Build additional accommodation for Archive Services and replace the fire control system.

- Proactively repair and routinely maintain its buildings.
- Obtain additional accommodation of 250m<sup>2</sup> for Oudtshoorn Sport office, 200m<sup>2</sup> for Beaufort West, 200m<sup>2</sup> for Metropole Sport Office and 96m<sup>2</sup> for West Coast Sport and Culture Offices.
- Obtain accommodation for Museum and Heritage Services and for the proposed Cape Town Museum.
- Build a conservation treatment and repair facility to house new collections and store valuable archaeological materials.
- Obtain additional accommodation for the Department over the next five years.

### 6 Legal Framework for SDIP

The development of the SDIP is informed by Section 195(5) of the South African Constitution (1996), which states that “the public administration must be governed by the democratic values and principles”:

- a. A high standard of professional ethics must be promoted and maintained
- b. Efficient, economic and effective use of resources must be promoted
- c. Public administration must be development-oriented
- d. Services must be provided impartially, fairly, equitably and without bias
- e. People's needs must be responded to, and the public must be encouraged to participate in policy-making
- f. Public administration must be accountable
- g. Transparency must be fostered by providing the public with timely, accessible and accurate information
- h. Good human-resource management and career-development practices, to maximise human potential, must be cultivated
- i. Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation”

The implementation of these principles is governed by a Regulatory Framework, which includes the following, (but not limited to):

- i. Public Service Act, 1994 (Act no. 103 of 1994)
- ii. Public Service Amendment Act, 1999 (Act no. 5 of 1999)
- iii. Public Service Commission Act, 1997 (Act no. 46 of 1997)
- iv. Promotion of Administrative Justice Act, 2000 (Act no. 3 of 2000)
- v. Public Finance Management Act, 1999 (Act no. 1 of 1999)
- vi. Public Service Regulations, 2001
- vii. White Paper on the Transforming Public Service Delivery (Batho Pele), 1997
- viii. White Paper on Human Resource Management in the Public Service, 1997

Despite these pieces of legislation and policies, there seems to be a continuous weakness in the ability of the public service to comply and implement these policies effectively and efficiently. For this purpose, Government departments are required to develop the SDIP, monitor and report on its implementation to the Department of Public Service and Administration (DPSA); as per Part III.C.1 and Part III.C.2 of the Public Service Regulations (2001).

The intention of developing a SDIP is to facilitate the commitment of Government Institutions to continuous service delivery improvement mechanisms that seeks to improve the nature and quality of the actual service being provided and the manner in which the service is delivered.

7. **Service Delivery Improvement Plan (SDIP) Objectives**

The SDIP 2016-2019 aims to:

- a. Outline the key service(s) that DCAS provides
- b. Identify the service beneficiaries along with the key service(s)
- c. Identify the key service(s) that the DCAS will focus on improving
- d. Provide the current standards for the focus service

8. **Problem Statement**

8.1 **Service One: Access to Cultural Facilities**

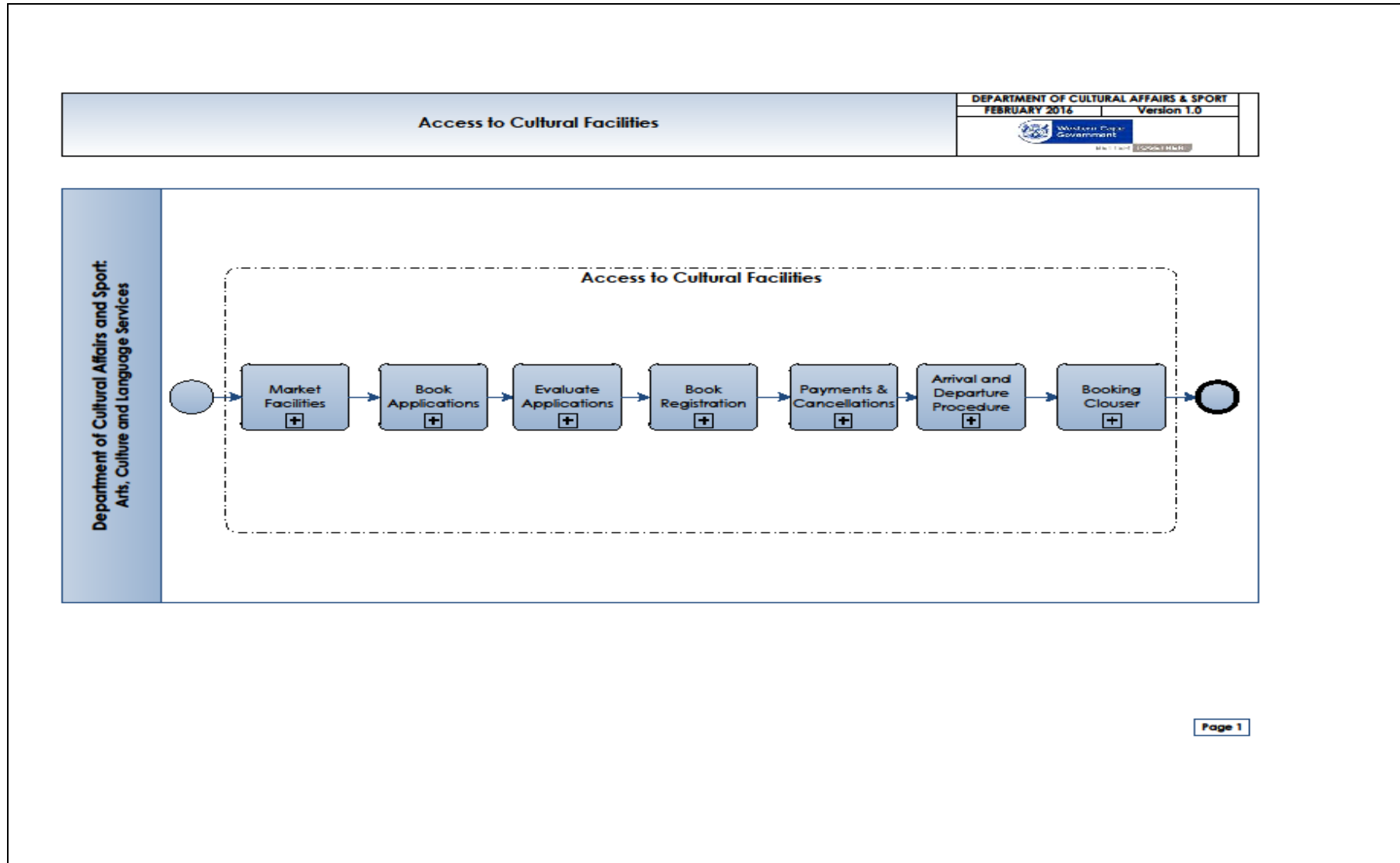
Booking and usage of Facilities

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.

Access to Facilities

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.

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



## 8.2 **Service Two: Museums Education Programme**

### Monitoring and evaluation

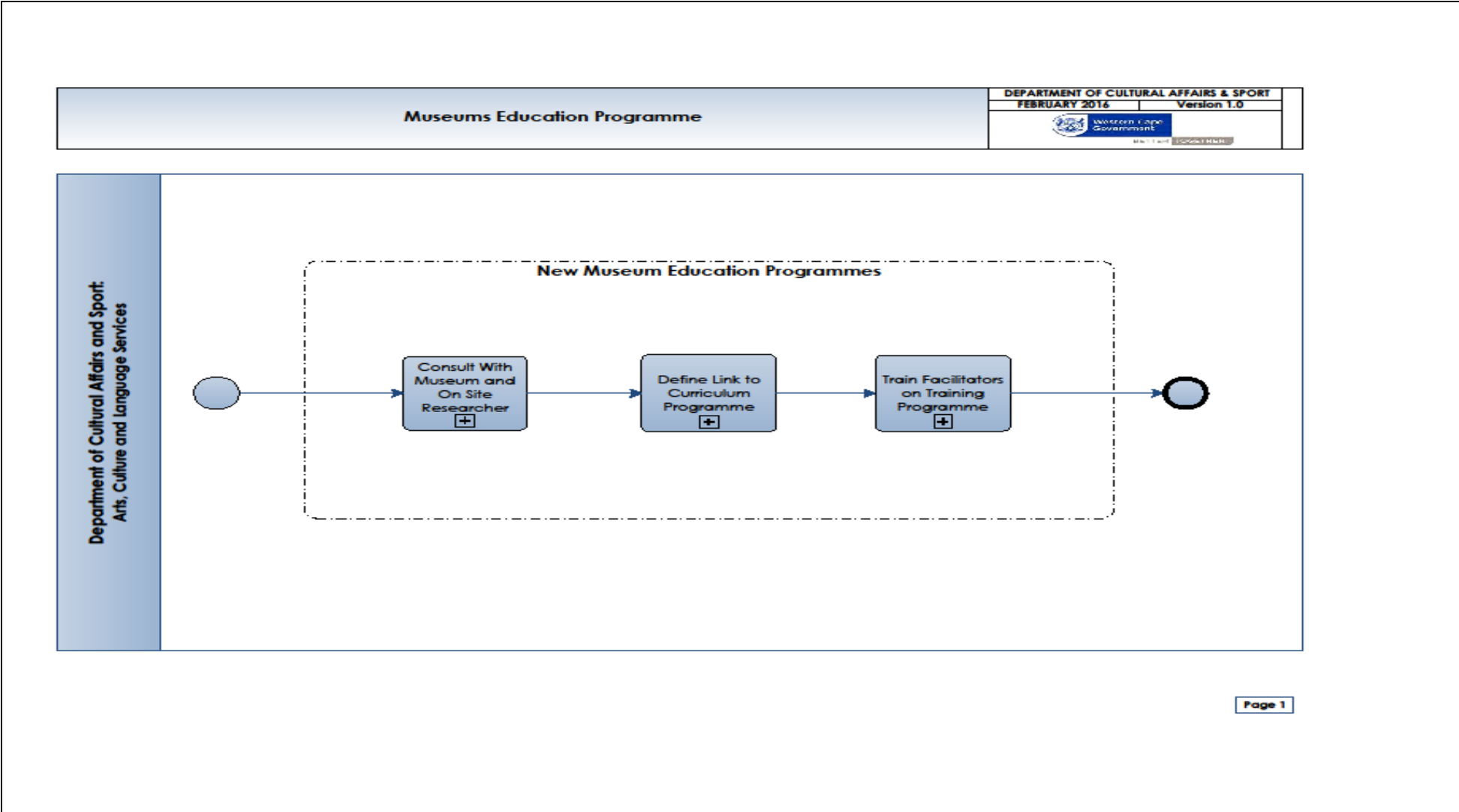
Monitoring and evaluation of the services is delivered on ad-hoc basis and the museums are not evaluating the delivery of training programmes. The consolidation of various monitoring and evaluation activities in relation to the Education programme into a monitoring and evaluation framework is required 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.



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



## Service Delivery Improvement Areas:

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

Services	Base year 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19
<p><b>Service One:</b> 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"> <li>23 152 accessing and utilising Cultural Facilities (expected)</li> </ul>	<ul style="list-style-type: none"> <li>23 152 (target) accessing and utilising Cultural Facilities</li> </ul>	<ul style="list-style-type: none"> <li>24 309 (target) accessing and utilising Cultural Facilities</li> </ul>	<ul style="list-style-type: none"> <li>25 525 (target) accessing and utilising Cultural Facilities</li> </ul>
<p><b>Service Two:</b> 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"> <li>Increase access to educational material</li> <li>Monitoring and evaluation of education training programmes/ interventions</li> </ul>	<ul style="list-style-type: none"> <li>Provide education services among 29 affiliated Museums (as requested and resource permitting)</li> </ul>	<ul style="list-style-type: none"> <li>Provide education services among 29 affiliated Museums (as requested and resource permitting)</li> </ul>	<ul style="list-style-type: none"> <li>Provide education services among 29 affiliated Museums (as requested and resource permitting)</li> </ul>	<ul style="list-style-type: none"> <li>Provide education services among 29 affiliated Museums (as requested and resource permitting)</li> </ul>

## Service One: Access to Cultural Facilities

Supporting environment to improve standard

Objective	Action	Process (How)
Increase access to and utilisation of Cultural Facilities	<ul style="list-style-type: none"><li>• Implement automated/on-line booking system</li><li>• Implement a marketing plan</li><li>• Increase client base</li></ul>	<ul style="list-style-type: none"><li>• Feasibility study analysis</li><li>• System requirements and specification of the software programme to be explored by specialists</li><li>• Procure software programme following approved procurement processes</li><li>• Convert to an automated/electronic on-line booking system</li><li>• Capacitate users on the new system</li><li>• Develop a marketing plan that will ensure implementation of:<ul style="list-style-type: none"><li>○ Improved marketing tools</li><li>○ Improved facilities brochures</li><li>○ Updated information on website</li></ul></li><li>• Compile a database of users</li></ul>

**Service One: Access to Cultural Facilities**

Improvement timelines

Key Service	Service beneficiaries	Performance Area	Current Quality level 2015/2016	Desired Quality Year 1 2016/2017	Desired quantity Year 2 2017/2018	Desired quantity Year 3 2018/2019
<b>Service One:</b> Access to Cultural Facilities	Community groups and individuals/ organizations/ WCCC Departments	Cultural Facilities	<b>Quality:</b>			
			<ul style="list-style-type: none"> <li>• 23 152 accessing and utilising Cultural Facilities (expected)</li> </ul>	<ul style="list-style-type: none"> <li>• 23 152 (target) accessing and utilising Cultural Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• 24 309 (target) accessing and utilising Cultural Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• 25 525 (target) accessing and utilising Cultural Facilities</li> </ul>
			<ul style="list-style-type: none"> <li>• Manual booking, recording and payment process</li> <li>• Currently the process is manual and cumbersome and results in duplication, excessive administrative processes and manual handovers</li> </ul>	<ul style="list-style-type: none"> <li>• Streamline and Improve administrative processes</li> <li>• Expand the data base of facility users Explore the possibility of developing an electronic booking system</li> <li>• Develop detailed As-Is Process for Access to</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Standard Operating Procedure for adherence by all levels</li> <li>• Develop and test the improved electronic booking system Develop detailed To-Be Process for Access to Cultural Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor electronic booking system</li> </ul>

				Cultural Facilities	<ul style="list-style-type: none"> <li>• Implement electronic booking system</li> </ul>	
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<b>Professional standards (If applicable)</b>	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
	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Western Cape Cultural Commission (WCCC) Induction programme</li> </ul>	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Western Cape Cultural Commission (WCCC) Induction programme</li> </ul>	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Western Cape Cultural Commission (WCCC) Induction programme</li> </ul>	<ul style="list-style-type: none"> <li>• Standard Operating Procedure in place</li> <li>• Code of Conduct</li> <li>• Western Cape Cultural Commission (WCCC) Induction programme</li> </ul>

Batho Pele principles				
	<b>Current quantity level 2015/2016</b>	<b>Desired quantity Year 1 2016/2017</b>	<b>Desired quantity Year 2 2017/2018</b>	<b>Desired quantity Year 3 2018/2019</b>
Consultation:	<ul style="list-style-type: none"> <li>• Electronic , written and telephonic correspondence</li> <li>• Cultural Programmes and activities Workshops; and Information session</li> <li>• The WCCC webpage is updated with information regarding the facilities, policies and facility locations</li> <li>• The WCCC as a statutory body gives input and guidance on services</li> <li>• Input is also given by the evaluation feedback forms received from clients</li> <li>• The feedback is then captured and drawn up into the maintenance plan</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic , written and telephonic correspondence</li> <li>• Cultural Programmes and activities Workshops; and Information session</li> <li>• The WCCC webpage is updated with information regarding the facilities, policies and facility locations</li> <li>• The WCCC as a statutory body gives input and guidance on services</li> <li>• Input is also given by the evaluation feedback forms received from clients</li> <li>• The feedback is then captured and drawn up into the maintenance plan</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic , written and telephonic correspondence</li> <li>• Cultural Programmes and activities Workshops; and Information session</li> <li>• The WCCC webpage is updated with information regarding the facilities, policies and facility locations</li> <li>• The WCCC as a statutory body gives input and guidance on services</li> <li>• Input is also given by the evaluation feedback forms received from clients</li> <li>• The feedback is then captured and drawn up into the maintenance plan</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic , written and telephonic correspondence</li> <li>• Cultural Programmes and activities Workshops; and Information session</li> <li>• The WCCC webpage is updated with information regarding the facilities, policies and facility locations</li> <li>• The WCCC as a statutory body gives input and guidance on services</li> <li>• Input is also given by the evaluation feedback forms received from clients</li> <li>• The feedback is then captured and drawn up into the maintenance plan</li> </ul>
Courtesy:	<ul style="list-style-type: none"> <li>• All required documentation is done prior to the arrival date,</li> </ul>	<ul style="list-style-type: none"> <li>• All required documentation is done prior to the arrival date,</li> </ul>	<ul style="list-style-type: none"> <li>• All required documentation is done prior to the arrival date,</li> </ul>	<ul style="list-style-type: none"> <li>• All required documentation is done prior to the arrival date,</li> </ul>

	<p>the facility is confirmed via a confirmation letter, a facility brochure is forwarded to all clients</p> <ul style="list-style-type: none"> <li>• Upon arrival at facilities – met by officials who explains the rules and procedures and addresses any concerns which they may have</li> <li>• Clients are taken through the facilities along with a checklist to determine the facility and services provided are in working order</li> <li>• Staff are on duty for the duration of the stay of clients</li> <li>• Courtesy is reported and measured through: <ul style="list-style-type: none"> <li>○ Client feedback forms</li> <li>○ Electronic correspondence</li> </ul> </li> <li>• Quarterly facility meetings are held, where concerns and reports are addressed and various measures are attended to as needed</li> </ul>	<p>the facility is confirmed via a confirmation letter, a facility brochure is forwarded to all clients</p> <ul style="list-style-type: none"> <li>• Upon arrival at facilities – met by officials who explains the rules and procedures and addresses any concerns which they may have</li> <li>• Clients are taken through the facilities along with a checklist to determine the facility and services provided are in working order</li> <li>• Staff are on duty for the duration of the stay of clients</li> <li>• Courtesy is reported and measured through: <ul style="list-style-type: none"> <li>○ Client feedback forms</li> <li>○ Electronic correspondence</li> </ul> </li> <li>• Quarterly facility meetings are held, where concerns and reports are addressed and various measures are attended to as needed</li> </ul>	<p>the facility is confirmed via a confirmation letter, a facility brochure is forwarded to all clients</p> <ul style="list-style-type: none"> <li>• Upon arrival at facilities – met by officials who explains the rules and procedures and addresses any concerns which they may have</li> <li>• Clients are taken through the facilities along with a checklist to determine the facility and services provided are in working order</li> <li>• Staff are on duty for the duration of the stay of clients</li> <li>• Courtesy is reported and measured through: <ul style="list-style-type: none"> <li>○ Client feedback forms</li> <li>○ Electronic correspondence</li> </ul> </li> <li>• Quarterly facility meetings are held, where concerns and reports are addressed and various measures are attended to as needed</li> </ul>	<p>the facility is confirmed via a confirmation letter, a facility brochure is forwarded to all clients</p> <ul style="list-style-type: none"> <li>• Upon arrival at facilities – met by officials who explains the rules and procedures and addresses any concerns which they may have</li> <li>• Clients are taken through the facilities along with a checklist to determine the facility and services provided are in working order</li> <li>• Staff are on duty for the duration of the stay of clients</li> <li>• Courtesy is reported and measured through: <ul style="list-style-type: none"> <li>○ Client feedback forms</li> <li>○ Electronic correspondence</li> </ul> </li> <li>• Quarterly facility meetings are held, where concerns and reports are addressed and various measures are attended to as needed</li> </ul>
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<p>Access:</p>	<ul style="list-style-type: none"> <li>• Protea House Building, 7th Floor, Green Market Square, Cape Town</li> <li>• Two rural offices, Vredendal and Oudtshoorn</li> <li>• Via the official departmental website <a href="https://www.westerncape.gov.za/general-publication/booking-cultural-facility">https://www.westerncape.gov.za/general-publication/booking-cultural-facility</a></li> <li>• Facilities are marketed via brochures which are distributed to community centre, schools, libraries etc.</li> <li>• Clients can contact officials electronically, as well as telephonically</li> <li>• Name boards are clearly displayed outside each facility</li> <li>• Staff on duty are clearly identified through corporate clothes and name tags</li> <li>• Provision is made for persons with disabilities to use the facilities</li> <li>• Map- lay out of the facilities indicating all amenities- sleeping quarters, kitchen,</li> </ul>	<ul style="list-style-type: none"> <li>• Protea House Building, 7th Floor, Green Market Square, Cape Town</li> <li>• Two rural offices, Vredendal and Oudtshoorn</li> <li>• Via the official departmental website <a href="https://www.westerncape.gov.za/general-publication/booking-cultural-facility">https://www.westerncape.gov.za/general-publication/booking-cultural-facility</a></li> <li>• Direct telephonic consultations take place on a daily basis, addressing all enquiries.</li> <li>• The Annual Performance Plan is made public for clients to view the Departments targets for each quarter</li> <li>• Workshops take place at various cultural facilities, to raise awareness within those communities</li> </ul>	<ul style="list-style-type: none"> <li>• Protea House Building, 7th Floor, Green Market Square, Cape Town</li> <li>• Two rural offices, Vredendal and Oudtshoorn</li> <li>• Via the official departmental website <a href="https://www.westerncape.gov.za/general-publication/booking-cultural-facility">https://www.westerncape.gov.za/general-publication/booking-cultural-facility</a></li> <li>• Municipalities. Advertisements, brochures as well as application forms are forwarded to the various municipalities, libraries, schools etc.</li> <li>• Clear signage for wheel chair accessibility, roll-in showers</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Protea House Building, 7th Floor, Green Market Square, Cape Town</li> <li>• Two rural offices, Vredendal and Oudtshoorn</li> <li>• Via the official departmental website <a href="https://www.westerncape.gov.za/general-publication/booking-cultural-facility">https://www.westerncape.gov.za/general-publication/booking-cultural-facility</a></li> <li>• Clients complete a booking application with a detailed programme</li> <li>• Clients receive assistance from officials to complete the forms, as well as electronic correspondence is provided regarding the status of each application</li> <li>• An online booking system for clients to view the availability of each facility</li> <li>• The accessibility of the service is also improved through: <ul style="list-style-type: none"> <li>○ Wheelchair accessibility at all physical locations;</li> <li>○ We have four (4) out of seven (7) cultural</li> </ul> </li> </ul>
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	<p>ablution block etc. is attached to client confirmation form</p> <ul style="list-style-type: none"> <li>• Clients are encouraged to do facility visitations, scheduled with the facility manager prior to arrival</li> </ul>			<p>facilities that are disabled friendly;</p> <ul style="list-style-type: none"> <li>○ Way-finding and signage boards are present and eligible in 3 official languages of the Province;</li> <li>○ Extended working hours (on certain days); and</li> <li>○ Guide dogs are permitted on the facility</li> </ul>
Information:	<ul style="list-style-type: none"> <li>• Pamphlets/Brochures in all three official languages</li> <li>• Updates of the facility is liaised with municipalities, schools, libraries, as well as the programmes are submitted to the provincial BIZ programme</li> <li>• One-on-one sessions with clients</li> <li>• All documentation and the policies related to usage are displayed on the departmental website and circulated to all users</li> </ul>	<ul style="list-style-type: none"> <li>• Brochures in all three official languages</li> <li>• Quarterly Meetings;</li> <li>• One-on-one sessions;</li> <li>• Annual Report</li> <li>• Information sessions;</li> <li>• Upgrades of the facility, photographs and newsletter are distributed via the communications component</li> <li>• Department's Service Charter</li> <li>• The information (pamphlets/posters/brochures/etc.) indicated above can be found at certain schools, libraries, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Pamphlets</li> <li>• Quarterly Meetings</li> <li>• One-on-one sessions</li> <li>• Annual Report</li> <li>• Annual Performance Plan</li> <li>• Information sessions;</li> <li>• Department's Service Charter</li> <li>• The information (pamphlets/posters/brochures/etc.) indicated above can be found at certain schools, libraries, etc.</li> <li>• Information can also be accessed via the toll-free telephone helplines, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Pamphlets</li> <li>• Quarterly Meetings;</li> <li>• One-on-one sessions</li> <li>• Annual Report</li> <li>• Information sessions</li> <li>• Department's Service Charter</li> <li>• Information can be accessed directly from the official</li> <li>• Online booking system will have all the cultural facility details and contact details</li> <li>• Virtual viewing of each cultural facility</li> <li>• The information (pamphlets/posters/brochures/etc.) indicated above can be found at certain schools, libraries etc.</li> </ul>

<p>Openness and transparency:</p>	<ul style="list-style-type: none"> <li>• The database consists of 2014/15 and 2015/16 clients, containing all the clients information and the type of programmes held at the cultural facility</li> <li>• All WCCC Annual reports are available on the intranet, as well as the arts and culture webpage – under public entities</li> <li>• Providing clients with the Revenue and Usage policy</li> <li>• Adverts are circulated calling for applications for usage of facility. A database of all users is kept</li> </ul>	<ul style="list-style-type: none"> <li>• The database consists of 2015/2016 and 2016/17 clients, containing all the clients information and the type of programmes held at the cultural facility</li> <li>• All WCCC Annual reports are available on the intranet, as well as the arts and culture webpage – under public entities</li> <li>• Providing clients with the Revenue and Usage policy</li> <li>• Interactive workshops</li> <li>• Adverts are circulated calling for applications for usage of facility. A database of all users is kept</li> </ul>	<ul style="list-style-type: none"> <li>• The database consists of 2016/17 and 2017/18 clients, containing all the clients information and the type of programmes held at the cultural facility</li> <li>• All WCCC Annual reports are available on the intranet, as well as the arts and culture webpage – under public entities</li> <li>• Providing clients with the Revenue and Usage policy</li> <li>• Interactive workshops</li> <li>• Adverts are circulated calling for applications for usage of facility. A database of all users is kept</li> </ul>	<ul style="list-style-type: none"> <li>• The database consists of 2017/18 and 2018/19 clients, containing all the clients information and the type of programmes held at the cultural facility</li> <li>• All WCCC Annual reports are available on the intranet, as well as the arts and culture webpage – under public entities</li> <li>• Providing clients with the Revenue and Usage policy</li> <li>• Interactive workshops</li> <li>• Adverts are circulated calling for applications for usage of facility. A database of all users is kept</li> </ul>
<p>Redress:</p>	<ul style="list-style-type: none"> <li>• Complaints/Suggestions/ Compliments/ Queries will be responded to in writing (formal letter via post, email or fax) or telephonically</li> <li>• All concerns are addressed formally, with the necessary authorities</li> <li>• The database consist of first time users, regular clients</li> </ul>	<ul style="list-style-type: none"> <li>• Complaints/Suggestions / Compliments/ Queries will be responded to in writing (formal letter via post, email or fax) or verbally via telephone</li> <li>• All concerns are addressed formally, with the necessary authorities</li> <li>• Suggestions are being dealt with via the</li> </ul>	<ul style="list-style-type: none"> <li>• Complaints/ Suggestions/ Compliments/ Queries will be responded to in writing (formal letter via post, email or fax) or verbally via telephone</li> <li>• Complaints/ Suggestions/ Compliments/ Queries will be acknowledged within 48 hours of receipt.</li> <li>• Complaints/ Suggestions/ Compliments/ Queries</li> </ul>	<ul style="list-style-type: none"> <li>• Complaints/Suggestions/ Compliments/ Queries will be responded to in writing (formal letter via post, email or fax) or verbally via telephone</li> <li>• Directly to the relevant business unit - contact details are obtainable in the Service Access booklet</li> <li>• Complaints/</li> </ul>

	<ul style="list-style-type: none"> <li>• Content of each programme is evaluated</li> <li>• Suggestions are being dealt with via the feedback form</li> <li>• Complaints/ Suggestions/ Compliments/ Queries will be acknowledged within 48 hours of receipt</li> <li>• Suggestions are considered when drafting maintenance plan as well as addressed in our WCCC sub-committee meetings.</li> <li>• First time users are given preference for usage of the facility</li> </ul>	<p>feedback form</p> <ul style="list-style-type: none"> <li>• Suggestions are considered when drafting maintenance plan as well as addressed in our WCCC sub-committee meetings.</li> <li>• Complaints/Suggestions Compliments/ Queries will be acknowledged within 48 hours of receipt</li> <li>• First time users are given preference for usage of the facility</li> </ul>	<p>are dealt with in accordance to the approved SOP Manual and relevant framework(s)/policies.</p> <ul style="list-style-type: none"> <li>• The WCCC sub-committee meetings address concerns and makes recommendations.</li> <li>• First time users are given preference for usage of the facility</li> </ul>	<p>Suggestions/ Compliments/ Queries will be acknowledged within 48 hours of receipt</p> <ul style="list-style-type: none"> <li>• Complaints/ Suggestions/ Compliments/ Queries are dealt with in accordance to the approved SOP Manual and relevant framework(s)/policies</li> <li>• Complaints/Suggestions /Compliments/ Queries are registered and monitored through an electronic database/register/ system</li> <li>• Online booking system will have a generic email address, whereby concerns, suggestions etc. will be monitored and address.</li> <li>• First time users are given preference for usage of the facility</li> </ul>
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<p>Value for money:</p>	<ul style="list-style-type: none"> <li>• Facilities tariffs are way below market related prices, yet offers idyllic surrounding for various activities to further well - being</li> <li>• Facilities offer value for money at cost effective rates</li> <li>• Facilities are equipped with the basic requirements</li> <li>• Facilities provide a safe , healthy and scenic environment for users</li> <li>• The cost of booking is R37 per person per night for a minimum of 40 people</li> <li>• R12 per person per day for a minimum of 100 (Cost per day)</li> </ul>	<ul style="list-style-type: none"> <li>• Clients get useful and useable information at no cost</li> <li>• A broader spectrum of clients throughout the Western Cape has the opportunity to utilise the facility</li> <li>• The cost of booking is R37 per person per night for a minimum of 40 people</li> <li>• R12 per person per day for a minimum of 100 (Cost per day)</li> </ul>	<ul style="list-style-type: none"> <li>• Clients get useful and useable information at no cost</li> <li>• The cost of booking is R37 per person per night for a minimum of 40 people</li> <li>• R12 per person per day for a minimum of 100 (Cost per day)</li> </ul>	<ul style="list-style-type: none"> <li>• Clients get useful and useable information at no cost</li> <li>• An increase of disadvantage clients to utilise the rural facilities, creating a platform for educational purposes</li> <li>• The cost of booking is R37 per person per night for a minimum of 40 people</li> <li>• R12 per person per day for a minimum of 100 (Cost per day)</li> </ul>
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Human resources:	<ul style="list-style-type: none"> <li>• 1 X Deputy-Directors (SL 11)</li> <li>• 1 x Services Managers (ASD)(SL 9)</li> <li>• 1 X Administrator (SL 7)</li> <li>• 2 X Admin Clerks (SL 5)</li> <li>• Staffs who manage the daily functioning are present at the facility. Further staff at the facilities are assisted by the team at head office</li> <li>• EPWP beneficiaries assists with the maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• 1 X Deputy-Directors (SL 11)</li> <li>• 1 x Services Managers (ASD ) (SL 9)</li> <li>• 1 X Administrator (SL 7)</li> <li>• 2 X Admin Clerks (SL 5)</li> <li>• 1X Facilities coordinator</li> <li>• 1X Facilities Foreman</li> <li>• 3 X Groundsmen</li> <li>• 2 X EPWP beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• 1 X Deputy-Directors (SL 11)</li> <li>• 1 x Services Managers (ASD ) (SL 9)</li> <li>• 1 X Administrator (SL 7)</li> <li>• 2 X Admin Clerks (SL5)</li> <li>• 1 X facilities coordinator</li> <li>• 1 X Facilities foreman</li> <li>• 3 X Groundsmen</li> <li>• 2 X EPWP beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• 1 X Deputy-Directors (SL 11)</li> <li>• 1 x Services Managers (ASD) (SL 9)</li> <li>• 3 X Administrator (SL 7)</li> <li>• 4 X Admin Clerks (SL 5)</li> <li>• 1X Facilities coordinator</li> <li>• 1 X Facilities foreman</li> <li>• 3 X Groundsmen</li> <li>• 2 X EPWP beneficiaries</li> </ul> <p><b>NB.</b> The above staff requirements will be determined by the standard operating procedure (including simulation report)/Organisation Design investigation report/available budget/Department's HR plan, etc.</p>
Cost:	R 3 952 415	R 6 614 928	R 2 076 916	R 4 170 065
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 Directorate Arts, Culture and Language Services in conjunction with Directorate Process Design and Improvement (DotP) during the period 2016 – 2019.

## Service Two: Museums Education Programmes

Supporting environment to improve standard

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

## Service Two: Museums Education Programmes

Improvement timelines

Key Service	Service Beneficiaries	Performance Area	Current quantity level: 2015/2016	Desired quantity Year 1 2016/2017	Desired quantity Year 2 2017/2018	Desired quantity Year 3 2018/2019
<b>Service Two:</b> Museums Education Programmes	29 affiliated museums, Learners and Citizens targeted by the intervention	Museums Services	<b>Quantity:</b>			
			<ul style="list-style-type: none"> <li>• Provide education services among 29 affiliated Museums (as requested and resource permitting)</li> <li>• Ad-hoc evaluation of museum-run Education Programmes Interventions</li> <li>• Assess training material at 2 museums</li> <li>• 1 Education skills workshop held</li> <li>• 1 Conservation training workshop held</li> <li>• 1 dedicated official in</li> </ul>	<ul style="list-style-type: none"> <li>• Provide education services among 29 affiliated Museums (as requested and resource permitting)</li> <li>• 50% of museum-run Education Programmes/ Interventions are evaluated</li> <li>• 2 posts filled in Education Programme</li> <li>• 2 programmes translated to increase accessibility of programme materials</li> <li>• Assess training material at 2</li> </ul>	<ul style="list-style-type: none"> <li>• Provide education services among 29 affiliated Museums (as requested and resource permitting)</li> <li>• 80% of museum-run Education Programmes/ Interventions are evaluated</li> <li>• 2 Educational materials packs made available in 3 regional languages and audio</li> <li>• 2 Education skills workshops</li> <li>• 2 Conservation training workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Provide education services among 29 affiliated Museums (as requested and resource permitting)</li> <li>• 80% of museum-run Education Programmes/ Interventions are evaluated</li> <li>• 2 Educational materials packs made available in 3 regional languages</li> <li>• Convert education material to audio</li> <li>• 2 Education skills workshops</li> <li>• 2 Conservation training</li> </ul>

			Education Programme	museums <ul style="list-style-type: none"> <li>• 2 Education skills workshops</li> <li>• 2 Conservation training workshops</li> </ul>		workshops <ul style="list-style-type: none"> <li>• 1 more post filled in Education Programme</li> </ul>
			<ul style="list-style-type: none"> <li>• Access to educational material very low</li> <li>• Assess museums education interventions</li> <li>• Ad hoc evaluation of Education Programme</li> <li>• Pending approval, Budget planning to make provision for the filling of additional posts</li> </ul>	<ul style="list-style-type: none"> <li>• Capacitate museums in evaluation training programmes</li> <li>• Develop a monitoring and evaluation framework and tools</li> <li>• Develop detailed As-Is Process for Museums Education Programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Implement monitoring and evaluation framework and tools to inform future planning</li> <li>• Monitor and evaluate education training programmes</li> <li>• Monitor and evaluate the implementation and impact of education interventions</li> <li>• Develop detailed To-Be Process Museums Education Programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Review education interventions</li> <li>• Assess the impact of the museum education service and to measure the extent to which museums are delivering to learners and citizens</li> <li>• Implement Monitor and evaluate Framework to inform future planning</li> </ul>



<b>Professional standards</b> (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

Batho Pele principles				
	<b>Current quantity level 2015/2016</b>	<b>Desired quantity Year 1 2016/2017</b>	<b>Desired quantity Year 2 2017/2018</b>	<b>Desired quantity Year 3 2018/2019</b>
Consultation:	<ul style="list-style-type: none"> <li>The service is driven by requests however, feedback from affiliated museums is provided at annual meetings and this informs future training.</li> </ul>	<ul style="list-style-type: none"> <li>The service is driven by requests however, feedback from affiliated museums is provided at annual meetings and this informs future training.</li> </ul>	<ul style="list-style-type: none"> <li>The service is driven by requests however, feedback from affiliated museums is provided at annual meetings and this informs future training.</li> <li>Monitoring and Evaluation reports will be used to inform future activities</li> </ul>	<ul style="list-style-type: none"> <li>The service is driven by requests however, feedback from affiliated museums is provided at annual meetings and this informs future training.</li> <li>Monitoring and Evaluation reports will be used to inform future activities</li> </ul>
Courtesy:	<ul style="list-style-type: none"> <li>Training teams behave courteously to all they interact with in relation to the programmes</li> <li>The Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Training teams behave courteously to all they interact with in relation to the programmes</li> <li>The Code of Conduct for</li> </ul>	<ul style="list-style-type: none"> <li>Training teams behave courteously to all they interact with in relation to the programmes</li> <li>The Code of Conduct for</li> </ul>	<ul style="list-style-type: none"> <li>Training teams behave courteously to all they interact with in relation to the programmes</li> <li>The Code of Conduct for</li> </ul>

	for the Public Service is observed	the Public Service is observed <ul style="list-style-type: none"> <li>Monitoring and Evaluation reports will be used to flag and address issues</li> </ul>	the Public Service is observed <ul style="list-style-type: none"> <li>Monitoring and Evaluation reports will be used to flag and address issues</li> </ul>	the Public Service is observed <ul style="list-style-type: none"> <li>Monitoring and Evaluation reports will be used to flag and address issues</li> </ul>
Access:	<ul style="list-style-type: none"> <li>The team assists any museum on a request basis</li> <li>All affiliated museums have a list of contact details for the Conservators and Education Officers</li> <li>Not all museums are aware of the Museum Service beyond the affiliated museums</li> <li>Training material is not always available in 3 languages; none is available in Braille or on audio for those with special needs</li> <li>Venues for training are selected to take account of special needs</li> </ul>	<ul style="list-style-type: none"> <li>The team assists any museum on a request basis</li> <li>All affiliated museums have a list of contact details for the Conservators and Education Officers</li> <li>A Museum Service travelling display is circulated across the Province to promote its services beyond the affiliated museums</li> <li>At least 2 new training packs are available in 3 languages and on audio for those with special needs</li> <li>Venues for training are selected to take account of special needs</li> </ul>	<ul style="list-style-type: none"> <li>The team assists any museum on a request basis</li> <li>All affiliated museums have a list of contact details for the Conservators and Education Officers</li> <li>A Museum Service travelling display is circulated across the Province to promote its services beyond the affiliated museums</li> <li>At least 2 new training packs are available in 3 languages and on audio for those with special needs</li> <li>Venues for training are selected to take account of special needs</li> </ul>	<ul style="list-style-type: none"> <li>The team assists any museum on a request basis</li> <li>All affiliated museums have a list of contact details for the Conservators and Education Officers</li> <li>A Museum Service travelling display is circulated across the Province to promote its services beyond the affiliated museums</li> <li>At least 2 new training packs are available in 3 languages and on audio for those with special needs</li> <li>Venues for training are selected to take account of special needs</li> </ul>
Information:	<ul style="list-style-type: none"> <li>A Museum Service travelling display is produced to promote its services beyond the affiliated museums</li> </ul>	<ul style="list-style-type: none"> <li>Information of the services offered as stated on the Department's website is revised to be more detailed</li> <li>A Museum Service</li> </ul>	<ul style="list-style-type: none"> <li>Information of the services offered as stated on the Department's website is revised to be more detailed</li> <li>A Museum Service travelling display is</li> </ul>	<ul style="list-style-type: none"> <li>Information of the services offered as stated on the Department's website is revised to be more detailed</li> <li>A Museum Service</li> </ul>

		travelling display is circulated across the Province to promote its services beyond the affiliated museums	circulated across the Province to promote its services beyond the affiliated museums	travelling display is circulated across the Province to promote its services beyond the affiliated museums
Openness and transparency:	<ul style="list-style-type: none"> <li>• Museum Service reports on its activities to affiliated museums gathered at the Annual Symposium</li> <li>• The Department's Annual Report is available on the website</li> <li>• Regular reporting takes place at Parliament through the Standing Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Museum Service reports on its activities to affiliated museums gathered at the Annual Symposium</li> <li>• The Department's Annual Report is available on the website</li> <li>• Regular reporting takes place at Parliament through the Standing Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Museum Service reports on its activities to affiliated museums gathered at the Annual Symposium</li> <li>• The Department's Annual Report is available on the website</li> <li>• Regular reporting takes place at Parliament through the Standing Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Museum Service reports on its activities to affiliated museums gathered at the Annual Symposium</li> <li>• The Department's Annual Report is available on the website</li> <li>• Regular reporting takes place at Parliament through the Standing Committee</li> </ul>
Redress:	<ul style="list-style-type: none"> <li>• Redress is the same as for any other matter affecting the Department: Acknowledgement of the correspondence, an investigation and report on the incident is generated and a formal response to the complainant is effected</li> </ul>	<ul style="list-style-type: none"> <li>• Redress is the same as for any other matter affecting the Department: Acknowledgement of the correspondence, an investigation and report on the incident is generated and a formal response to the complainant is effected</li> <li>• Turnaround time for acknowledging complaints is 48 hours</li> </ul>	<ul style="list-style-type: none"> <li>• Redress is the same as for any other matter affecting the Department: Acknowledgement of the correspondence, an investigation and report on the incident is generated and a formal response to the complainant is effected</li> <li>• Turnaround time for acknowledging complaints is 48 hours</li> </ul>	<ul style="list-style-type: none"> <li>• Redress is the same as for any other matter affecting the Department: Acknowledgement of the correspondence, an investigation and report on the incident is generated and a formal response to the complainant is effected</li> <li>• Turnaround time for acknowledging complaints is 48 hours</li> </ul>

Value for money:	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> </ul>
Human resources:	<ul style="list-style-type: none"> <li>• 1 X Deputy-Director (SL 11)</li> <li>• 1 x Conservator (SL 8) (vacant)</li> <li>• 1 X Industrial technician (SL 8) (vacant)</li> <li>• 2 X Human Scientists (SL 7) (one vacant)</li> </ul>	<p>Subject to permission to recruit:</p> <ul style="list-style-type: none"> <li>• 1 X Deputy-Director (SL 11)</li> <li>• 1 x Conservator (SL 8) (vacant)</li> <li>• 1 X Industrial technician (SL 8) (vacant)</li> <li>• 2 X Human Scientists (SL 7) (one vacant)</li> </ul>	<p>Subject to permission to recruit:</p> <ul style="list-style-type: none"> <li>• 1 X Deputy-Director (SL 11)</li> <li>• 1 x Conservator (SL 8) (vacant)</li> <li>• 1 X Industrial technician (SL 8) (vacant)</li> <li>• 2 X Human Scientists (SL 7) (one vacant)</li> </ul>	<p>Subject to permission to recruit:</p> <ul style="list-style-type: none"> <li>• 1 X Deputy-Director (SL 11)</li> <li>• 1 x Conservator (SL 8) (vacant)</li> <li>• 1 X Industrial technician (SL 8) (vacant)</li> <li>• 2 X Human Scientists (SL 7) (one vacant)</li> </ul>

Cost:	R315 000	R820 000	R870 000	R1200 000
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.

### **Part C: SDIP Implementation, monitoring and reporting methods**

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 standard is equally reported on a quarterly basis to top management, thereby facilitating tracking of compliance on a quarterly basis. The improvement actions planned herein will be monitored through the in-year quarterly performance monitoring mechanisms.

### **Conclusion**

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.