



**Western Cape
Government**

Cultural Affairs and Sport



Strategic Plan
2020/21 - 2024/25

Department of Cultural Affairs and Sport

Strategic Plan

**for the
fiscal years
2020/21 – 2024/25**

Western Cape

**Date of tabling
10 March 2020**

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EXECUTIVE AUTHORITY STATEMENT

As the Western Cape Government innovatively focusses on increasing safety and creating opportunities for social inclusion, the Department of Cultural Affairs and Sport remains instrumental in creating a province in which all who call it home live healthier lifestyles, in safer environments, more prepared for tomorrow's economy. Engagement with arts and culture helps to develop people's critical thinking, to cultivate creative problem-solving and to communicate and express themselves effectively. For adults and children alike, these skills improve intellectual ability and wellbeing, enabling greater success in day-to-day endeavours. These individual-level benefits, taken in aggregate, represent improvements to the effectiveness and flexibility of the province's workforce, with positive impacts on productivity, not to mention better long-term health outcomes and reduced crime.

The Department therefore has a key role in the Provincial Strategic Plan and the Vision Inspired Priorities (VIP) particularly around VIP1: Safe and Inclusive Communities and VIP3: Empowering People.

With our limited annual budgets, we have prioritised investment in youth by leading the provincial youth service programme and focusing on youth at risk. As part of the commitment to youth we will create meaningful work place experiences for youth, aged 18 to 25 years old, as a stepping stone to work or study. We will also reduce the number of youth needing support by focusing on at risk learners and engaging them in after school programmes to reduce their risk profile. We will grow the EPWP work placements and trainee programme in the arts and culture because it helps provide the skilled labour inputs that the Western Capes creative industries need to flourish.

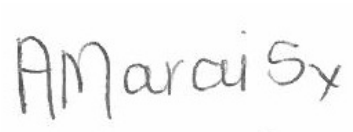
We will, in addition, focus on increasing access and participation in cultural affairs and sport by funding organisations; increasing platforms for talent showcasing and forging new innovative partnerships with others for greater opportunities to come into fruition. All these programmes create pathways into work, study and leadership for our youth and communities, and they also provide incubators for creative talent, giving people at the beginning of their creative careers opportunities to showcase their creations or perform while being exposed to the best of existing talent. To support this work we will review our organisational culture, funding policies and transformational programmes to optimise maximum citizen impact.

Every person, young or old, thrives when they feel a sense of belonging. Central to the business of the Department of Cultural Affairs and Sport, is to create positive spaces and programmes as alternatives to the negative circumstances and unsafe spaces throughout the Province.

The arts, sport, recreation and cultural affairs teach people how to think, not what to think. The work of the Department of Cultural Affairs is a fundamental branch of government. In addition to physical activity, it is concerned with the wellbeing of the mind to equip those we serve in our diversity and constructively empower them to seize the opportunities rightfully availed to them.

Despite the constrained fiscal environment, I am confident that this Department will continue to deliver on our mandate to the people of the Western Cape with great care, competence, accountability, integrity, innovation and responsiveness.

Under the visionary leadership of Premier Alan Winde, the Western Cape Government firmly believes that innovation is always on the agenda and I look forward to collaboratively embracing new ideas and always doing the right thing with competent integrity, always mindful of the people we serve.

A handwritten signature in dark ink that reads "AMarais". The signature is written in a cursive, slightly stylized font.

ANROUX MARAIS, MPP

EXECUTIVE AUTHORITY OF CULTURAL AFFAIRS AND SPORT

FEBRUARY 2020

ACCOUNTING OFFICER STATEMENT

For the 2020 – 2025 period, the Department will build on the successes and lessons learnt over the past few years of the planning cycle. During the period 2014-2019 the Department made significant progress towards achieving its vision of a socially inclusive, creative, active, and connected Western Cape by consistently delivering on its planned performance targets in a climate of good governance.

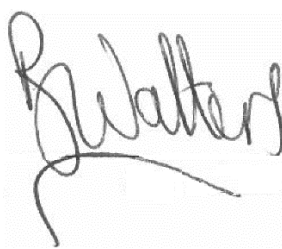
The Department will therefore implement elements of the national Medium Term Strategic Framework for 2019-2024, and the Provincial Strategic Plan 2019-2024, focusing on the Vision Inspired Priorities of Empowering People and Safe and Cohesive Communities.

Social cohesion is the glue which binds a society together. This concept forms the nucleus and centre piece of the work of the department and will inform our approach in the forthcoming period. In particular, the department will leverage this concept through:

- Activities which give a sense of belonging (e.g. cultural traditions, team participation, shared purpose – like scouts, reading clubs, youth cafes, archival research, heritage etc.)
- Activities which give a sense of participation (e.g. sport and recreation, arts, after school programmes)
- Activities which engender a sense of trust (e.g. good governance, clean administration, achieving Pre-Determined Objective targets, citizen reports, annual reporting, communication and meeting clients)

For the 2020-2025 Strategic Plan period, the Department will therefore continue to strive towards creating the conditions for individuals and communities to have access and opportunities for participation in society, underpinned by good governance which supports enhanced service delivery and implementation of programmes.

With the proven dedication of our staff and support of our Minister, we will be able to balance the needs of innovatively delivering services in a fiscally constrained environment for the benefit of the people of the Western Cape.

A handwritten signature in black ink, appearing to read 'B. Walters', with a stylized flourish at the end.

BRENT WALTERS

ACCOUNTING OFFICER OF DEPARTMENT OF CULTURAL AFFAIRS AND SPORT

FEBRUARY 2020

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- was developed by the management of the Department of Cultural Affairs and Sport under the guidance of Minister Anroux Marais,
- takes into account all the relevant policies, legislation and other mandates for which the Department of Cultural Affairs and Sport is responsible, and
- accurately reflects the Impact, Outcomes and Outputs which the Department of Cultural Affairs and Sport will endeavour to achieve over the period 2020-2025.

Brenda Rutgers
Programme Manager 1



Signature

Guy Redman
Programme Manager 2 & 3



Signature

Jacqueline Boule
Programme Manager 4



Signature

Brenda Rutgers
Chief Financial Officer



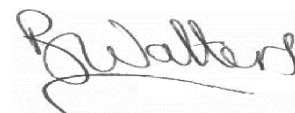
Signature

Shaun Julie
Director: Strategic and Operational Management Support



Signature

Brent Walters
Accounting Officer



Signature

Approved by:
Anroux Marais
Executive Authority



Signature

ACRONYMS

4IR	Fourth Industrial Revolution
ASP	After School Programme
BelCom	Built Environment and Landscape Committee
CFO	Chief Financial Officer
DAC	National Department of Arts and Culture
DBE	Department of Basic Education
DCAS	Department of Cultural Affairs and Sport
DEDAT	Department of Economic Development and Tourism
DSAC	National Department of Sport, Arts and Culture
DORA	Division of Revenue Act (annual)
EPWP	Expanded Public Works Programme
ECM	Enterprise Content Management
GWM&E System	Government-wide Monitoring and Evaluation System
GBS	General Budget Support funding
HWC	Heritage Western Cape
ICAN	Interactive Community Access Network
ICT	Information and communication technology
IG	Indigenous Games
IDP	Integrated Development Plan
LIS	Library and Information Services
M&E	Monitoring and Evaluation
MEC	Member of the [Provincial] Executive Council (provincial Minister)
MOD Centre	Mass participation; Opportunity and access; Development and growth Centre
MOD Programme	Mass participation; Opportunity and access; Development and growth Programme
MPP	Member of the Provincial Parliament
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NAAIRS	National Automated Archival Information Retrieval System
NAC	National Arts Council
NDP	National Development Plan 2030
NGO	Non-governmental organisation
NHC	National Heritage Council
NHRA	National Heritage Resources Act, 1999
NHS	Neighbourhood Schools
NSRP	National Sport and Recreation Plan
PAJA	Promotion of Administrative Justice Act
PanSALB	Pan South African Language Board
PAP	Provincial Action Plan

PLC	Provincial language Committee of PanSALB
PFMA	Public Finance Management Act, 1999
PN	Provincial Notice
PSP	Provincial Strategic Plan
RLCP	Rural Library Connectivity Project
SAHRA	South African Heritage Resources Agency
SASCOC	South African Sports Confederation and Olympic Committee
SASREA	Safety at Sport and Recreation Events Act
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SITA	State Information Technology Agency
SLIMS	SITA Library Information Management System
SMS	Senior Management Service
SRSA	Sport and Recreation South Africa
UNESCO	United Nations Educational, Scientific and Cultural Organization
WC	Western Cape
WCCC	Western Cape Cultural Commission
WCG	Western Cape Government
WCPGNC	Western Cape Provincial Geographical Names Committee
WCLC	Western Cape Language Committee
WOSA	Whole of Society Approach
WSP	Workforce Skills Plan
UAMP	User Asset Management Plan
VIP	Vision Inspired Priority

PART A: OUR MANDATE

1. Constitutional mandate

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:

Section	Description
Constitution of the Republic of South Africa, 1996	
Section 6(3), (4) and (5): Language	The Western Cape Government (WCG) must, by legislative and other measures, regulate and monitor its use of official languages. All official languages must enjoy parity of esteem and must be treated equitably. DCAS collaborates with the Pan South African Language Board to promote, and create conditions for the development and use of the Khoi, Nama and San languages and South African Sign Language. The Western Cape Language Committee (WCLC), in collaboration with DCAS, has a responsibility for monitoring and evaluating the implementation of the Western Cape Language Policy, adopted in 2001, and must report to the Western Cape Provincial Parliament on this mandate at least once a year. DCAS has oversight of the WCLC and provides the Committee with administrative and financial support.
Section 30: Language and culture	DCAS facilitates opportunities for the people of the Western Cape to exercise their language and cultural rights through the programmes and projects that it presents and supports.
Section 31: Cultural, religious and linguistic communities	DCAS must ensure that its programmes and projects respect the cultural and linguistic diversity of the population of the Western Cape.
Section 41: Principles of cooperative government and intergovernmental relations	DCAS cooperates with all spheres of government. In terms of its specific mandates, DCAS works in close cooperation with the national Department of Arts and Culture (DAC) and Sport and Recreation South Africa (SRSA, the national department responsible for sport and recreation); national and provincial public entities; and municipalities in the Western Cape.
Section 156(4): Assignment of powers	<p>DCAS must assign or delegate to a municipality, by agreement and subject to any relevant conditions, the administration of a matter listed in Part A of Schedule 4 or Part A of Schedule 5 which necessarily relates to local government, if—</p> <ul style="list-style-type: none"> that matter would most effectively be administered locally; and the municipality has the capacity to administer it. <p>DCAS is facilitating the rendering of public library services, which local government considers to be an unfunded mandate. These services are being rendered in cooperation with the National Treasury and the national Department of Arts and Culture through the Conditional Grant for Community Libraries, with further support from Provincial Treasury municipal replacement funding.</p>
Schedule 4: Functional Areas of Concurrent National and Provincial Legislative Competence	<p>Cultural matters:</p> <ul style="list-style-type: none"> DCAS works closely with DAC and associated organs of state regarding concurrent arts, culture and heritage matters. <p>Language policy and the regulation of official languages to the extent that the provisions of Section 6 of the Constitution expressly confer upon the Western Cape Provincial Parliament legislative competence:</p> <ul style="list-style-type: none"> DCAS works closely with DAC and associated organs of state regarding language policy matters.

Section	Description
Schedule 5: Functional Areas of Exclusive Provincial Legislative Competence	<p>Archives other than national archives:</p> <ul style="list-style-type: none"> DCAS is mandated to draft provincial legislation regarding archives other than national archives and to manage its implementation. The Department is responsible for the Western Cape Archives and Records Service. <p>Libraries other than national libraries:</p> <ul style="list-style-type: none"> DCAS is mandated to draft provincial legislation regarding libraries other than national libraries and to manage its implementation. The Department is responsible for rendering the Western Cape Library Service and for working closely with public library authorities to render a public library and information service. <p>Museums other than national museums:</p> <ul style="list-style-type: none"> DCAS is mandated to draft exclusive provincial legislation regarding museums other than national museums and to manage its implementation. The Department is responsible for rendering the provincial Museum Service, for working closely with affiliated museums and for supporting these museums. <p>Provincial cultural matters (including heritage resource management and geographical names):</p> <ul style="list-style-type: none"> DCAS provides Heritage Western Cape (HWC) – the provincial heritage resources authority appointed in terms of the National Heritage Resources Act, 1999 (NHRA) – with personnel and other shared financial and administrative support to execute and administer its legal mandate. The MEC [Member of the (Provincial) Executive Council] appoints the Council of HWC and is the appointed heritage appeals authority for the Western Cape. DCAS provides professional and other support to the Western Cape Provincial Geographical Names Committee (WCPGNC) in order to facilitate public consultation regarding the standardisation of, and changes to, geographical names. Once consultation is complete, the provincial Committee makes recommendations to the South African Geographical Names Council. <p>Sport:</p> <ul style="list-style-type: none"> DCAS is mandated to help to create an enabling environment for provincial sport and recreational activities.
Section 195: Basic values and principles governing public administration	DCAS officials must adhere to the provisions of section 195, which provides a description of the democratic values and principles governing public administration. Section 195(1)(b) requires the promotion of the efficient, economic and effective use of resources. This implies that programmes undertaken in the public sector should yield maximum benefits at the lowest possible cost.
Sections 92 and 133	<p>Section 92 provides that members of the Cabinet are accountable collectively and individually to Parliament for the exercise of their powers and the performance of their functions, and that they must provide Parliament with full and regular reports on matters under their control.</p> <p>Section 133 provides that MECs of a province are accountable collectively and individually to the provincial legislature for the exercise of their powers and the performance of their functions, and that they must provide the legislature with full and regular reports on matters under their control.</p>
Constitution of the Western Cape, Act 1 of 1998	
Section 5	<p>For the purposes of the Western Cape Government:</p> <ul style="list-style-type: none"> the official languages Afrikaans, English and isiXhosa are to be used; and these languages enjoy equal status. <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>
Section 70	<p>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.</p> <p>Registration of and support to cultural councils:</p> <ul style="list-style-type: none"> The Western Cape Cultural Commission (WCCC) is tasked with the registration of, and support to, registered cultural councils. DCAS has oversight of the WCCC and provides the Commission with administrative and financial support.

Section	Description
Section 81	<p>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:</p> <ul style="list-style-type: none"> the promotion of respect for the rights of cultural, religious and linguistic communities in the Western Cape; and the protection and conservation of the natural historical, cultural historical, archaeological and architectural heritage of the Western Cape for the benefit of present and future generations. <p>DCAS implements specific policies to support these provisions.</p>
Section 82	The directive principles of provincial policy in Chapter 10 (section 81) guide the Western Cape Government when it makes and applies laws.

2. Legislative and policy mandates

The Provincial Archives and Records Service of the Western Cape Act 3 of 2005 will be reviewed and aligned with the National Archives and Records Service of South Africa Act, 43 of 1996 as amended, and the Revised White Paper on Arts, Culture and Heritage.

2.1. Legislative mandates

National Legislation	Reference	Description
Public Administration Management Act, 2014	Act 11 of 2014	To promote the basic values and principles governing the public administration referred to in Section 195(1) of the Constitution; to provide for the transfer and secondment of employees in the public administration; to regulate conducting business with the State; to provide for capacity development and training; to provide for the establishment of the National School of Government; to provide for the use of information and communication technologies in the public administration; to establish the Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit; to provide for the Minister to set minimum norms and standards for public administration; to establish the Office of Standards and Compliance to ensure compliance with minimum norms and standards; to empower the Minister to make regulations; and to provide for related matters.
Public Finance Management Act, 1999	Act 1 of 1999	<p>The Public Finance Management Act (PFMA):</p> <ul style="list-style-type: none"> regulates financial management in national and provincial governments, listed public entities, constitutional institutions and provincial legislatures; ensures that all revenue, expenditure, assets and liabilities of these institutions are managed efficiently and effectively; and defines the responsibilities of persons entrusted with financial management in these bodies.
Public Service Act, 1994 (as amended by, <i>inter alia</i> , the Public Service Amendment Act, 2007)	Proclamation 103, <i>Government Gazette</i> 15791, 3 June 1994 and Act 30 of 2007	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.
Division of Revenue Act (annual)	There is a new Act every year.	<p>Every year, the Division of Revenue Act (DORA):</p> <ul style="list-style-type: none"> provides for the equitable division of revenue raised nationally among the national, provincial and local spheres of government; determines each province's equitable share of the provincial share of that revenue; and

National Legislation	Reference	Description
		<ul style="list-style-type: none"> • makes allocations to provinces, local government or municipalities from the national government's share of that revenue, subject to conditions. <p>DCAS receives Conditional Grants from national government and is responsible for the management of these funds.</p>
Promotion of Access to Information Act, 2000	Act 2 of 2000	<p>This Act gives effect to the right to have access to records held by the state, government institutions and private bodies. Among other things, DCAS and every other public and private body must:</p> <ul style="list-style-type: none"> • compile a manual that explains to members of the public how to lodge an application for access to information that the body holds; and • appoint an information officer to consider requests for access to information held by the body.
Promotion of Administrative Justice, 2000	Act 3 of 2000	<p>This Act:</p> <ul style="list-style-type: none"> • sets out the rules and guidelines that administrators must follow when making decisions; • requires administrators to inform people about their right to review or appeal and their right to request reasons; • requires administrators to give reasons for their decisions; and • gives members of the public the right to challenge the decisions of administrators in court.
Cultural Institutions Act, 1998	Act 119 of 1998	DCAS must liaise and cooperate with nationally declared cultural institutions regarding arts, culture and heritage matters.
Cultural Promotion Act, 1983	Act 35 of 1983	This legislation was assigned to the Western Cape and DCAS is responsible for complying with the provisions of the Act.
Cultural Affairs Act (House of Assembly), 1989	Act 65 of 1989	This legislation was assigned to the Western Cape and DCAS is responsible for complying with the provisions of the Act.
National Archives and Records Service of South Africa Act, 1996	Act 43 of 1996	DCAS is responsible for the nomination of a Western Cape provincial representative to sit on the Advisory Council for the National Archives. The Department is also responsible for meeting the national norms and standards established under this Act.
National Arts Council Act, 1997	Act 56 of 1997	DCAS is responsible for the nomination of a Western Cape provincial representative to sit on the National Arts Council (NAC), for cooperating and coordinating with NAC, and for administering NAC funding for the development of arts and culture in the Western Cape.
National Heritage Council Act, 1999	Act 11 of 1999	DCAS is responsible for the nomination of a Western Cape provincial representative to sit on the National Heritage Council (NHC), and for cooperating with and coordinating activities related to funding and projects that the NHC is conducting in the Western Cape.
National Heritage Resources Act, 1999	Act 25 of 1999	<p>DCAS ensures compliance with the NHRA by overseeing the nomination of a Western Cape provincial representative, preferably a member of the Council of Heritage Western Cape, to sit on the Council of the South African Heritage Resources Agency (SAHRA).</p> <p>DCAS also ensures compliance with the requirement that the MEC must appoint a Council for HWC – the provincial heritage resources authority appointed in terms of the NHRA. The Department is responsible for liaising and cooperating with SAHRA, HWC and municipalities regarding the management of heritage resources. DCAS also assists the MEC when appeals have been lodged with him or her against decisions of HWC.</p>
Pan South African Language Board Act, 1995	Act 59 of 1995	Amongst other things, this Act requires the Pan South African Language Board (PanSALB) to establish a provincial language committee (PLC) in every province. A Western Cape PanSALB PLC was established in August 2019. The Western Cape Language Committee is recognised by the Pan South African Language Board.
South African Geographical Names Council Act, 1998	Act 118 of 1998	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

National Legislation	Reference	Description
		names. The Department provides professional and other support to the Western Cape Provincial Geographical Names Committee. Once consultation is complete, the WCPGNC makes recommendations to the South African Geographical Names Council.
World Heritage Convention Act, 1999	Act 49 of 1999	<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>
National Sport and Recreation Act, 1998	Act 110 of 1998	<p>The Act provides for the promotion and development of sport and recreation and coordination of relationships between SRSA, SASCOG (the South African Sports Confederation and Olympic Committee) sport federations, sport councils and other agencies.</p> <p>The Act further provides measures aimed at correcting imbalances in sport and recreation; promoting equity and democracy in sport and recreation; and providing dispute resolution mechanisms in sport and recreation.</p>

Provincial Legislation	Reference	Description
Western Cape Provincial Languages Act, 1998	Act 13 of 1998 (Western Cape)	<p>The Western Cape Language Committee established by this Act must, among other things:</p> <ul style="list-style-type: none"> • monitor the use of Afrikaans, English and isiXhosa by the Western Cape Government; • make recommendations to the MEC and the Provincial Parliament on proposed or existing legislation, practice and policy dealing directly or indirectly with language in the Western Cape; • actively promote the principle of multilingualism; • actively promote the development of previously marginalised indigenous languages; • advise the MEC and the Western Cape Cultural Commission on language matters in the Province; and • advise PanSALB on language matters in the Western Cape. <p>DCAS has oversight of the WCLC and provides this Committee with administrative and financial support.</p>
Western Cape Cultural Commissions and Cultural Councils Act, 1998	Act 14 of 1998 (Western Cape)	<p>This Act establishes the Western Cape Cultural Commission to, among other things, consider the registration and deregistration of cultural councils representing communities sharing a common cultural and language heritage. The WCCC may also make recommendations on the following:</p> <ul style="list-style-type: none"> • the visual, performing and literary arts; • the natural and human sciences; • cultural history; and • the cultural awareness and cultural involvement of youth. <p>DCAS has oversight of the WCCC and provides the Commission with administrative and financial support.</p>
Western Cape Heritage Resource Management Regulations, 2002	PN 336 of 25 October 2002	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. The MEC is responsible for establishing the authority and for appointing a Council for each successive term of office.
Western Cape Heritage Resource Management Regulations, 2003	PN 298 of 29 August 2003	Afrikaans and isiXhosa versions: DCAS has oversight of Heritage Western Cape – the provincial heritage resources authority appointed in terms of the NHRA – and provides HWC with administrative and financial support. The MEC is responsible for establishing the authority and for appointing a Council for each successive term of office.

Provincial Legislation	Reference	Description
Provincial Archives and Records Service of the Western Cape Act, 2005	Act 3 of 2005 (Western Cape)	This Act establishes the Provincial Archives and Records Service of the Western Cape to preserve public and non-public records of enduring value for use by the public and the State; to make such records accessible; to promote their use by the public; and to provide for the proper management and care of public records.
Museums Ordinance, 1975	Ordinance 8 of 1975 (Cape Province)	DCAS is responsible for compliance with the provisions of this Ordinance in as far as it affects provincial museums in the Western Cape. New provincial museum legislation is being drafted in consultation with relevant stakeholders.
Oude Kerk Volksmuseum Van 't Land van Waveren (Tulbagh) Ordinance, 1979	Ordinance 11 of 1979 (Cape Province)	DCAS is responsible for the execution of and compliance with the provisions of this Ordinance to govern the affairs of the Oude Kerk Volksmuseum in Tulbagh.
Provincial Library Service Ordinance, 1981	Ordinance 16 of 1981 (Cape Province)	DCAS is responsible for the execution of and compliance with the provisions of this Ordinance in respect of provincial libraries in the Western Cape.
Safety at Sports and Recreational Events Act, 2010 (SASREA)	Act 2 of 2010	To provide for measures to safeguard the physical well-being and safety of persons and property at sports, recreational, religious, cultural, exhibition, organisational or similar events held at stadiums, venues or along a route; to provide for the accountability of event role-players; to provide for certain prohibitions; to provide for the risk categorisation of events; to provide for the establishment of measures to deal with safety and security at events; to provide for accreditation of role-players at events; to provide for event ticketing; to provide for the control of access of spectators and vehicles at events; to provide for the issuing of safety certificates for planned or existing stadiums or venues; to provide for the contents of safety certificates and amendments to safety certificates; to provide for appointment of inspectors and their powers of entry and inspection; to provide for the deployment of security services; to provide for spectator exclusion notices; to provide for prohibition notices; to provide for the establishment of an Appeal Board and for appeals; to provide for public liability insurance for events; to provide for payment of fees; to provide for offences and penalties; and to provide for matters connected therewith.
Traditional and Khoi-San Leadership Act, 2019	Act 3 of 2019	The main objectives of the Act are: To make provision for the recognition of Khoi-San leadership; To consolidate the National House of Traditional Leaders Act, 2009, and the Traditional Leadership and Governance Framework Act, 2003; To address certain limitations in the existing legislation; To effect consequential amendments to other laws.

2.2. Policy mandates

NATIONAL POLICY CONTEXT

The main transversal national plans to which the Department's plans respond are the National Development Plan and the Medium Term Strategic Framework (MTSF) 2020-2025.

The National Development Plan aims to eliminate poverty and reduce inequality by 2030 and provides a broad strategic framework to guide key choices and actions. It sets out a coherent and holistic approach to confronting poverty and inequality based on the six focused, interlinked priorities summarised below:

- Uniting all South Africans around a common programme to achieve prosperity and equity.

- Promoting active citizenry to strengthen development, democracy and accountability.
- Bringing about faster economic growth, higher investment and greater labour absorption.
- Focusing on key capabilities of people and state.
- Building a capable and developmental state.
- Encouraging strong leadership through society to work together to solve problems.

To unite all South Africans around a common programme, the NDP states that “arts and culture open powerful spaces for debate about where a society finds itself and where it is going. Promoted effectively, the creative and cultural industries can contribute substantially to small business development, job creation, and urban development and renewal”.

To focus on key capabilities of people and state, the NDP states that “sport plays an important role in promoting wellness and social cohesion”. Sport is considered to be a cross-cutting issue in the NDP, contributing to education, health, and nation building. The National Development Plan Vision 2030 also states that arts, culture and heritage provide opportunities to address outcomes that speak to social cohesion/inclusion and nation building.

In line with the National Development Plan, government developed a Medium Term Strategic Framework (MTSF) designed to guide policy and programmes over the 2020-2025 five-year period. The MTSF contains seven priority outcomes:

Priority 1	A capable, ethical and developmental state
Priority 2	Economic transformation and job creation
Priority 3	Education, skills and health
Priority 4	Consolidating the social wage through reliable and quality basic services
Priority 5	Spatial integration, human settlements and local government
Priority 6	Social cohesion and safe communities
Priority 7	A better Africa and World

The Department's contribution to the achievement of the 7 National Priorities is as follows:

MTSF Priority	Departmental contribution
Priority 1: A capable, ethical and developmental state	<p>Sport and Recreation in the Province is driven by the National Sport and Recreation Plan and services are delivered in partnership with civil society, sport federations, sport councils and municipalities.</p> <p>Development of a Service Delivery Improvement Plan (SDIP) ensures that the Department focuses on a programme of enhancement and improvement of identified services.</p>
Priority 2: Economic	The provision of major events promotes sport tourism. The Department works with sport federations in the Province that access major events funding.

MTSF Priority	Departmental contribution
transformation and job creation	<p>The Department of Cultural Affairs and Sport is responsible for the provincial youth service programme. This is being modelled on the YearBeyond Programme. The YearBeyond programme provides over 400 volunteer opportunities each year to our youth along with extensive leadership training and pathways into employment. To date, 82% of the cohort of volunteers have transitioned into employment or studies, and almost half continue to volunteer weekly in their communities.</p> <p>The Recreation Programme, MOD Programme and School Sport Programme provides employment opportunities for many people from recipient communities. EPWP work opportunities in the culture and social sectors are provided. The Department facilitates work opportunities and various capacity building opportunities through programmes aimed at youth acquiring skills to facilitate their entry into the job market.</p> <p>Supporting and funding cultural tourism through festivals across the Province contributes to job creation. Work opportunities created through arts and culture development and showcase platforms.</p> <p>The Department provides funding for public library staff. Employment opportunities are created through the building and upgrading of public libraries</p>
Priority 3: Education, skills and health	<p>A large proportion of the Department's budget is spent on the provision of library services and the purchase of library material, in support of improving literacy outcomes. The Department, through YearBeyond also provides some books into these schools.</p> <p>The educational gap between resourced and under-resourced learners can be attributed to their differentiated access to books in the home, family holidays, the internet, extra-mural activities, exposure and support. The Department of Cultural Affairs and Sport helps to close this gap by providing after school programmes to school-going learners through the MOD centres in 181 schools, the 143 Neighbourhoods School sites, the 68 YearBeyond sites and the 30 scouting in schools sites.</p> <p>Learner participation in these programmes assists with positive learner attendance at school, learner discipline, teamwork, as well as keeping learners interested in attending school.</p> <p>The MOD Centres offer learners exposure to sport taught through a structured curriculum and lesson plans which also focus on life skills development. The Neighbouring Schools (NS) help to identify and nurture talent in targeted codes. The School Sport Programme focuses on after-school activities for school-going children. Recreation Programme focuses on Centres to promote recreational and sport activities. YearBeyond focuses on addressing educational gaps in literacy and numeracy and Scouting in Schools builds a love of the outdoors.</p> <p>The Department conducts archives awareness workshops at schools to encourage learners to use archival material to supplement historical and genealogical educational resources.</p> <p>The Department promotes active recreation and sport activities for the Province. Recreation and sport promote an ethos of lifelong activity. The Department's</p>

MTSF Priority	Departmental contribution
	<p>cultural facilities are utilised by NGO's, community organisations, and government departments, for arts and culture activities to promote social inclusion and wellness, and expose youth to an environment that provides a healthy alternative to the social ills which plague our society.</p>
<p>Priority 4: Consolidating the social wage through reliable and quality basic services</p>	<p>Through its socially inclusive programmes, the Department augments social protection policies by mitigating social vulnerabilities of women, children, the girl child, the disabled, and the aged, through culture and sport programmes.</p>
<p>Priority 5: Spatial integration, human settlements and local government</p>	<p>The Rural Library Connectivity Project is being implemented and maintained at rural public libraries. The project is being enhanced with the roll out of broadband and Wi-Fi access.</p> <p>Smaller libraries are established in rural areas with small populations in order to provide access to library facilities.</p> <p>Clubs in rural areas are supported through the Club Development Programme. MOD Centres and Recreation Centres provide sport and recreation services to rural communities. Rural MOD Centres are also included in a nutrition programme.</p> <p>Through its arts and culture programmes, and funding support the Department ensures the preservation of culture and promotion of arts in the rural districts.</p> <p>Heritage Resources Management is an integral part of planning and managing infrastructure development. As such the Department, in partnership with municipalities, aims to ensure that heritage is integrated into town and regional planning, and developments at the earliest stages of planning. This is largely done through the support of the provincial heritage resources authority responsible for the management of heritage resources.</p> <p>Sport Facility provisioning is facilitated with all municipalities and sport federations, in order to develop and streamline sport in all communities in the Province.</p> <p>Cultural facilities offer communities and organisations physical spaces to use for activities aligned to the mandate of the Department. In addition, Heritage Western Cape creates mechanisms for the integration of environmental and heritage matters in the spatial and development planning process.</p> <p>Culture is a vehicle for transference of knowledge and social values. Arts and culture promotion and preservation inform cultural sustainability of communities' social fabric that contributes to sustainable human settlements.</p> <p>The Records Management programme assists governmental bodies, including municipalities, to manage records to improve accountability and good governance.</p> <p>The Department also demonstrates commitment to IDP alignment through IDP engagements with local government.</p>

MTSF Priority	Departmental contribution
	<p>The Department's affiliated museums provide education programmes that promote sustainable use of environmental resources. In addition, Heritage Western Cape creates mechanisms for the integration of environmental and heritage matters in the spatial and development planning process.</p>
<p>Priority 6: Social cohesion and safe communities</p>	<p>The Department promotes constitutional values and national symbols through exhibitions, public programmes, community conversations, educational programmes, management of heritage resources, youth development, sport and recreation, and after-school programmes.</p> <p>Heritage Western Cape, a provincial Public Entity established in terms of the National Heritage Resources Act, is responsible for identifying, protecting, conserving, promoting and managing heritage resources of significance that reflect our shared values and identity.</p> <p>The Western Cape Geographical Names Committee encourages social inclusion through awareness and support for the (re)naming process. The process is underpinned by vigorous public participation processes.</p> <p>The Western Cape Cultural Commission's aim is to promote, preserve and develop culture. The programmes supported by the WCCC are aimed at promoting and preserving cultural practices, and strive to create an appreciation of and respect for the diverse cultures within the Western Cape.</p> <p>Through the provision of editing, translation and interpreting services, the Department contributes towards social inclusion/cohesion by improving communication in the three official languages of the Western Cape, as well as South African Sign Language. The Department in conjunction with the Western Cape Language Committee promotes multilingualism, marginalised indigenous languages and South African Sign Language through its programmes to increase awareness and use of these languages among the residents of the Western Cape.</p> <p>Through arts and culture development and promotion programmes, the Department provides opportunities for youth, women, children and people with disabilities from diverse communities to interact and acquire artistic and life skills. These opportunities for the vulnerable and marginalised provide platforms for social interaction and dialogue, whilst strengthening social inclusion/cohesion amongst communities.</p> <p>Museums celebrate various national commemorative days with outreach and public programmes that promote social inclusion/cohesion. Exhibition displays are increasingly reflecting previously neglected aspects of local and the collective South African histories, contributing further to social inclusion/cohesion.</p> <p>Libraries serve as community hubs that promote and support social inclusion.</p> <p>Recreation, MOD Programme, and School Sport activities taking place in various municipalities support positive social, recreational and sport interaction within communities.</p> <p>Communities are encouraged to contribute oral histories for social inclusivity, and get to know more about their heritage through accessing archival material, thus strengthening identities and social inclusivity.</p>

MTSF Priority	Departmental contribution
	<p>Mass participation in sport and recreation, and arts and culture, contribute to building a common national identity in a diverse, socially cohesive society, and the Department supports this through its initiatives.</p> <p>The White Paper for Sport and Recreation (2012) highlights the importance of sport in efforts to reduce crime. The Sport Development Programmes include a structured curriculum and lesson plans that also focus on life skills development.</p> <p>The MOD Programme includes a structured curriculum and lesson plans that also focus on life skills development.</p> <p>School-going learners participate in after-school activities at school-based MOD Centres and Neighbouring schools, thus creating a safe space and environment for participation in fun-filled activities, play, recreation, sport, arts, culture, as well as academic activities.</p>
Priority 7: A better Africa and World	In support of regional and continental integration, the Department's Africa Month programme promotes African pride to foster social inclusion and eliminate xenophobia. Support to National Federations to further improve continental participation.

The following national policies and strategies are also relevant to the Department's policy mandate:

Policy	Description
National policies	
National White Paper on Arts, Culture and Heritage (1996)	This document provides a framework for national and provincial policy on arts, culture, heritage, library and archive services.
National Records Management Policy (Records Management Policy Manual, 2007)	This document regulates the specific parameters within which governmental bodies should operate regarding the management of their records and how DCAS should oversee the records management of governmental bodies in the Western Cape.
Managing Electronic Records in Governmental Bodies: Policy, Principles and Requirements (2006)	This policy provides guidance to governmental bodies to assist them to comply with legislative requirements regarding electronic records as an integral part of records management. DCAS must comply with the prescribed applicable national and international standards in respect of hardware, software and storage media for archival preservation.
National Sport and Recreation Indaba Declaration (2011)	This requires DCAS to align its key objectives with the strategic thrust of the declaration which sets out the vision for sport and recreation until 2020.
National Sport and Recreation Plan (2012)	The National Sport and Recreation Plan (NSRP) sets out the vision for sport and recreation in South Africa until 2020, emphasising an active and champion mindset..
National White Paper on Sport and Recreation (2012)	<p>This policy highlights the following imperatives:</p> <ul style="list-style-type: none"> • increasing the levels of participation in sport and recreation; • raising sport's profile in the face of conflicting priorities; • maximising the probability of success in major events; and • placing sport at the forefront of efforts to reduce crime.
Policy Framework for the Government-wide Monitoring and Evaluation Policy System (2007)	The aim of the Government-wide Monitoring and Evaluation (GWM&E) System is to contribute to improved governance and to enhance the effectiveness of public sector organisations and institutions. This document provides the overarching policy framework for monitoring and evaluation (M&E) in South Africa. It promotes results-based management.
Green Paper on Performance	This document aims to enable government officials and the executive authority to focus on achieving the outcome and output measures contained in the Medium

Policy	Description
Management Monitoring and Evaluation (2009)	Term Strategic Framework (MTSF). It is intended to promote good departmental and individual performance at all levels.
Guidelines for National and Provincial Departments for the Preparation of an M&E Framework	These guidelines provide for the development of a monitoring and evaluation framework in all governmental institutions so that institutions can assess progress against their stated aims and take remedial action where necessary. This process requires departments to have a comprehensive understanding of all administrative data systems, administrative datasets and performance indicators. The indicators must be linked to specific policy imperatives and analysis of the sets of indicators must take place to determine whether there are any cause-and-effect relationships.
Expanded Public Works Programme (EPWP)	The EPWP Business Plans for the Social Sector (Sport) and Environmental and Culture Sector (Cultural Affairs) provide a framework for DCAS to utilise public sector funding to reduce and alleviate unemployment.

Strategies	Description
National strategies	
Libraries Recapitalisation Programme for the enhancement of community library services	The purpose of the Programme is to transform urban and rural community library infrastructure, facilities and services (primarily targeting previously disadvantaged communities) through a recapitalised programme at provincial level in support of local government and national initiatives. DCAS is responsible for the successful implementation and management of this Conditional Grant project in the Western Cape.
Mzansi's Golden Economy Strategy	DCAS is responsible for the implementation, in collaboration with the national Department of Arts and Culture and other partners and key role-players, for the key interventions set out in the strategy in the Western Cape. The Strategy, which focuses on the creative and cultural industries, aims to recognise that the arts, culture and heritage sector is innovative and creative and that the role of government is to create the enabling environment and support the sector to perform optimally.
Memorandum of Understanding between the Department of Basic Education and Sport and Recreation South Africa (2018)	The Department of Basic Education (DBE) and Sport and Recreation South Africa (SRSA) signed "An Integrated School Sport Framework" where the parties commit that they shall implement programmes of cooperation in the field of school sport on the basis of reciprocity and mutual benefit. The parties also commit that they shall encourage and facilitate the advancement of contact and cooperation between the recognised sport institutions of the respective Departments.
Provincial strategies	
Norms and Standards for Public Libraries in the Western Cape (2018/19)	Norms and standards are essential to ensure the provision and consistent development of public library services to give effect to the draft South African Public Library and Information Services Bill and the Library and Information Services Transformation Charter of 2014. This strategy addresses the norms and standards for library functions, staff, facilities, internet access, library collection and library hours for public libraries in the Western Cape
ICT Guidelines for Public Libraries in the Western Cape (2018/10)	These guidelines set the framework for terms and condition of use of ICT services, equipment and infrastructure in Public Libraries by the public.
School Sport Guideline (2013)	This DCAS document provides guidance to stakeholders for complying with various school sport policy documents and the National Sport and Recreation Plan.
Western Cape Youth Development Strategy of 2013	The Western Cape Youth Development Strategy aims to provide more support, opportunities and services for all young people to better engage with their environment and become responsible, independent and stable adults. The aim of the strategy is for the youth in the Western Cape to be inspired, educated, responsible, independent and healthy individuals that have productive personal, family, and social relations by the age of 25.
Genre Development Strategy (2008)	This document provides a framework for the development, promotion and preservation of art forms in the Western Cape.

Strategies	Description
Annual Road-march and competition framework (2012/13)	Provides guidelines on the items and the percentage to be allocated for the annual road march and competitions of the Minstrels, Christmas and Malay Choirs.
Western Cape Initiation Framework	This framework provides guidance on the cultural practice of initiation to local cultural organisations, municipalities and other authorities
Western Cape Oral History Framework	This framework provides the minimum guidelines and ethical standards that must be adhered to when conducting oral history interviews to DCAS staff and affiliated Institutions who are working in the field.

Furthermore, the United Nations' Sustainable Development Goals are 17 non-binding global goals which align to the National Development Plan and Provincial Strategic Plan as follows:



PROVINCIAL POLICY CONTEXT

Provincial policy has been framed around the following Vision-Inspired Priorities (VIPs) and strategic themes:

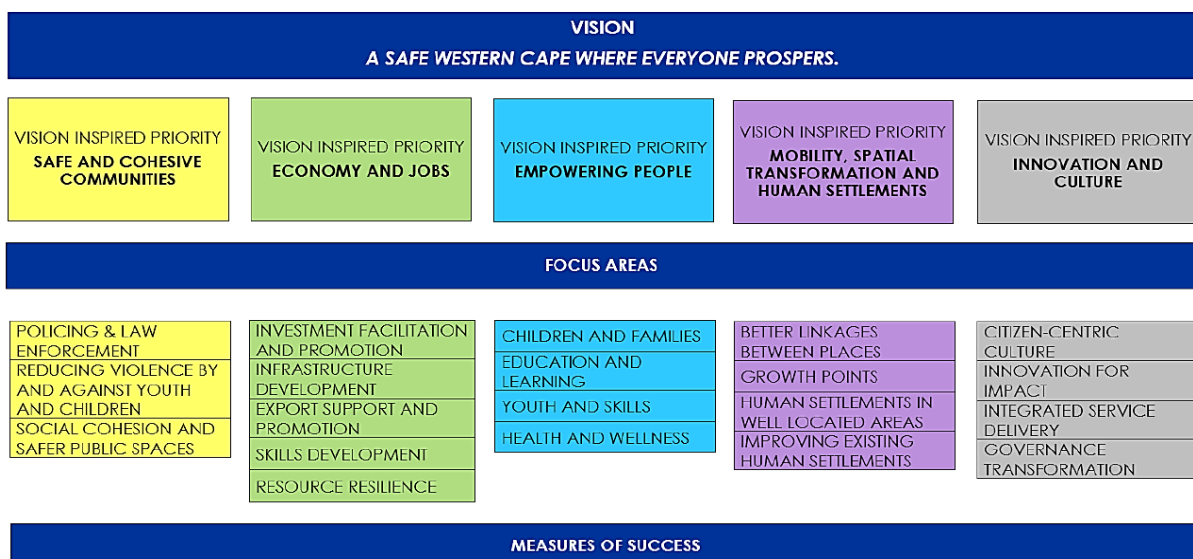
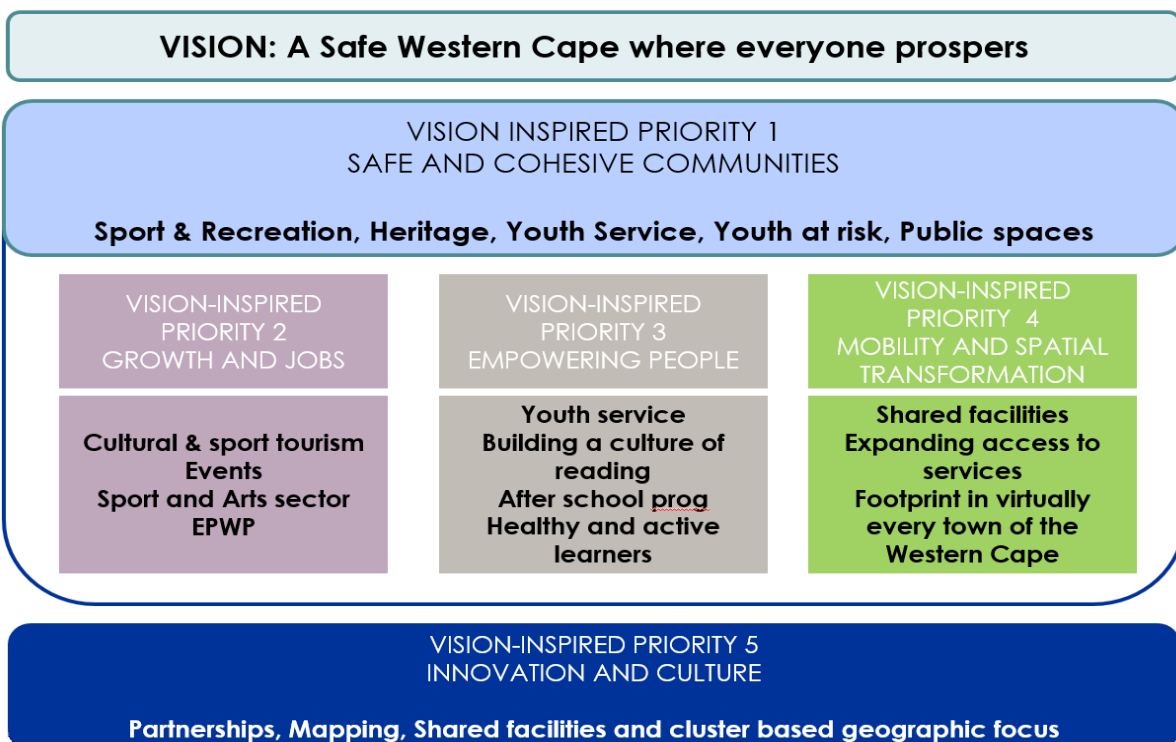
Strategic Priority Area	Departmental Contribution for 2020-2025
VIP 1: Safe and Cohesive Communities	<ul style="list-style-type: none"> Libraries provide a safe space for children after school and for community members Provision of recreation, sport, arts and culture opportunities for communities as part of creating alternative platforms to build cohesion Ensuring an inclusive archive service with information that is open and accessible to all clients. People can learn about who they are, their genealogical information, historical events, and thus have a better sense of belonging. Safe space being provided, free service and extended services Arts development programme provide safer and constructive activities for youth, alternative to destructive behaviour, platforms create safe spaces for community to participate in.

Strategic Priority Area	Departmental Contribution for 2020-2025
	<ul style="list-style-type: none"> • Provision of access to records that talks to past injustices and abuse of human rights to advance healing, justice and reconciliation. • The public libraries provide safe spaces, provide a free service and extended services hours • Engagements with communities to foster social cohesion and nation building • Building social cohesion through sport and recreation • Targeting youth at risk to reduce risk taking behaviour
VIP 2: Growth and jobs	<ul style="list-style-type: none"> • Creating jobs through building and upgrading libraries • Funding Municipal Library staff • Youth Beyond which creates first work opportunities for unemployed youth • Work opportunities through EPWP and The Young Patriots Programme (DSAC Funded) • Work opportunities in the creative industries: theatre productions, Theatre festivals, event management crewing, craft development and retail • Arts and Culture Funding Programme provide support to established and intermediate Arts organisations that create work and training for arts practitioners. Sport, Heritage and archaeological, and cultural tourism • Sport work opportunities • After School Programme – closing the opportunity gap • The Economic Case for Culture • Funding public library staff and creating jobs through the upgrading and building of new libraries
VIP 3: Empowering People	<ul style="list-style-type: none"> • Libraries – continuously promoting a culture of reading and lifelong learning • Providing books, research material and information through our public libraries • Rural Library Connectivity Project providing free internet access to access job applications, online learning, e-learning portals, etc. • Partnerships with Department of Education, Nal'ibali and ICAN centres • Literacy programmes and other outreach programmes at Libraries • Libraries – culture of reading and lifelong learning • YearBeyond grade 3 and 4 literacy and numeracy catch-up programme • Engaging at risk youth in ASP • Youth Service, YearBeyond, which creates first work opportunities for unemployed 18 – 25 year olds. • Educational programmes provided by Archives Services for learners • Access to archival information for researchers and students • Reading room in Archives for public access to knowledge and skills • Training provided to EPWP interns • Providing space for volunteers • Provision of opportunity for in-service training and job shadowing • Records Management, Electronic Records Management and Registry Clerk courses • Specialised training and workshops provided during Archives week • Provision of training opportunities to other stakeholders • Initiation Programme • Language and cultural inclusion e.g. advance the use of indigenous languages of historically diminished status. • Educational programmes provided by Archives Services for learners • Access to archival information for researchers and students

Strategic Priority Area	Departmental Contribution for 2020-2025
	<ul style="list-style-type: none"> • Reading room for public access to knowledge and skills • Training provided to EPWP interns • Providing space for volunteers • Provision of opportunity for in-service training and job shadowing • Records Management and Registry Clerk courses • Specialised training and workshops provided during Archives week • Provision of training opportunities to other stakeholders • MOD and Neighbouring Schools Programmes • Provision of arts and cultural activities lay foundation for artists and cultural • Expression, fostering of empathy which lays foundation for tolerance and acceptance and social cohesion • Supporting arts and cultural activities allows for development of regional cultural identities informing festivals, events and preserving traditional art forms • Exposure to arts skills development provide opportunity to develop life skills for youth and contribute to opportunities in the creative industries • Provision of training opportunities to emerging artist • ASP targeting youth at risk • Youth Service Programme
VIP 4: Mobility and spatial transformation	<ul style="list-style-type: none"> • The Department is present in every town in the Province, for example, in the form of libraries, museums, or sport offices. • Social infrastructure e.g. libraries, sport facilities, museums, archives etc. • Spatial transformation of the heritage landscape through support of the work of the entity HWC. • Cultural Facilities provide communities and civic organisations with a safe space for activities which foster social transformation
VIP 5: Innovation and Culture	<ul style="list-style-type: none"> • Using volunteers in libraries to increase literacy • Introducing more electronic resources in libraries • Public-private partnership models of delivery services in both youth service and sport development • Development of youth service norms and standards • Building a culture of responsive government in all our services • Building a culture of reading through our libraries, youth service, archives and museums. • Digitisation of archival records, which is a systematic conversion of selected and prioritised collections into digital format to improve access, preservation, security and as a part of the broader business continuity strategy for the Archives and Records Service • Strengthening of Electronic Records Management programme that is responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of electronic records, including the processes for capturing and maintaining evidence of and information about business activities and transactions. • On- line booking system for cultural facilities • On-line Registry Clerk course for management of records • Implementation of Access to Memory, a web based archival description software which will make it easy for Archives to put the Archival holdings online. • Implementation of Archivematica, integrated suite of open-source software tools that caters for the long-term preservation of and access to textual records, photographs, moving images, audio material, maps, plans and born-digital materials and digitized images. • Archives web portal that will empower the public to conduct online research

Strategic Priority Area	Departmental Contribution for 2020-2025
	<ul style="list-style-type: none"> Provincial Oral History database that will list all oral history projects conducted in the Western Cape. Enterprise Content Management Shared infrastructure model in NHS Partnership model in YearBeyond Financing model in YearBeyond Culture Journeys and Barrett Survey to enhance DCAS's organisational culture that informs its organisational well being

While DCAS contributes to all the provincial VIPs, through its mandate, the Department is directly linked to the focal areas of the Empowering People priority area, particularly Focus Areas 3: Youth and Skills, and the Safe and Cohesive Communities priority area.



The Department's Apex Priority is "To build social cohesion by mobilising communities (especially youth)". The Department has targeted VIP 1 and VIP 3.

VIP 1: Safe and cohesive communities

Safety has been identified as a key constraint to growth and the well-being of residents. As part of Province's efforts to improve safety the Department of Cultural Affairs and Sport will focus on preventing youth from engaging in criminal activities by engaging them in After School Programmes, with a particular focus on reducing the risks:

- Of falling behind academically with its YearBeyond literacy and maths catch-up programme targeting grades 3 and 4
- Of absenteeism and anti-social behaviour through active sport and arts clubs and connections to positive peer groupings
- Of marginalisation by creating opportunities for marginalised youth to be part of programming
- Of violence by providing opportunities for building young people's skills in alternative ways of engaging and dealing with conflict and anger.

The target is to support 8 000 at risk learners by 2023/24 with a 2020/21 target of 2 850 learners.

The Department's Safety Priority is "to engage youth at risk in sports, arts, and culture programmes".

VIP 3: Empowering people

The Department will contribute to VIP 3 through library reading initiatives, the Youth Service and After School Programmes, and sport and recreation services.

Youth Service Programme

Youth unemployment is one of the biggest challenges facing South Africa and the Western Cape. Nationally and Provincially government has targeted the development of programmes to address this challenge. In the Western Cape the Department of Cultural Affairs and Sport is responsible for coordinating a transversal effort to intensify efforts to provide youth with a first work experience as a pathway into employment or studies. Over the next five years' over 10 000 opportunities will be created for youth to gain work experience through the expansion of the YearBeyond and EPWP programme footprint. These programmes will provide youth with a meaningful work experience and life skills so that they can develop their careers. The goal is that 75%+ of participants exit into work or studies.

The provincial youth programme will be guided by norms and standards developed and adopted by PTM and individual departments to ensure more effective support for youth in the Province.

The target for 2020/21 is to provide opportunities for 500+ youth. This footprint will be expanded annually to reach the target of 4 000 opportunities per annum by 2023/24.

Some of the Archives Awareness Programmes which includes Archives Awareness Week, school visits and Archives tours have specific focus on youth.

Western Cape Youth Development Strategy:

The Western Cape Youth Development Strategy aims to provide more support, opportunities and services for all young people to better engage with their environment and become responsible, independent and stable adults. The aim of the strategy is for the youth in the Western Cape to be inspired, educated, responsible, independent and healthy individuals that have productive personal, family and social relations by the age of 25.

The strategy is centred on the five pillars below:

PILLAR	OBJECTIVE	PROGRAMMES
Family foundations	To have a critical mass of parents with effective parenting skills and support networks to support positive youth development	<ul style="list-style-type: none">• Family and parenting support• Health and psychosocial services• Health literacy• Community role models ambassador programme
Education and training	To ensure youth are literate, numerate and prepared for life and work	<ul style="list-style-type: none">• Quality education• School retention• Structured after-school activities• Skills development and intermediation• Internet access to the public
Economic opportunity	To provide opportunities for youth to have expanded work and labour market prospects	<ul style="list-style-type: none">• Improved connections between youth and jobs and study through creating meaningful work experiences• Subsidised work programme• Employment intermediation services• Financial literacy
Identity and belonging	To ensure youth are able to identify with positive influences in their lives which promotes a sense of belonging and agency	<ul style="list-style-type: none">• Peer support and networks• Opportunities for sport, music, art and culture as a tool for development• Youth spaces and networks• Positive images of youth• Leadership development
Reconnection opportunities	To facilitate the reconnection of youth by providing effective services and support to reconnect, strengthen resilience and enable positive development	<ul style="list-style-type: none">• Active programmes to engage disconnected youth• Positive footsteps programmes• Skills and work intermediation

The Department contributes to each of the five pillars of the strategy, in particular, Education and Training, by providing structured after-school activities, and Identity and Belonging, by providing opportunities for sport music, art and culture as tools for development.

Western Cape Climate Change Response Strategy 2014:

The Western Cape Climate Change Response Strategy 2014 is a coordinated climate change response for the Western Cape Province, to guide the collective implementation of innovative projects and the search for opportunities that combine a low carbon development trajectory with increased climate resilience, enhancement of ecosystems and the services they provide, as well as economic growth and job creation. The focus of the Strategy is on pragmatic, locally implementable, programmatic approaches to address integrated climate change responses.

While the Department is not directly responsible for actions outlined in the Strategy, the Department will initiate and/or continue to implement various adaptation initiatives to save water. This includes water-saving in all of the Department's staff offices, and at the

Department's various facilities such as museums, archives, and sport and cultural facilities. The Department will also investigate further potential water saving measures such as alternative non-water-reliant sport surfaces. A Water Summit was held with Western Cape Sport Federations to determine future utilisation of sport facilities in the Western Cape. The Department has supported various municipalities with the cost of drilling and pumping, and water tanks/reservoirs to allow sport to continue. Through its Arts Grant Programme, the Department will continue to strengthen the role that arts and culture play in sustainability strategies and environmental education through forum theatre and industrial theatre.

SECTOR POLICY CONTEXT

- Traditional and Khoi-San Leadership, 2019 (Act 3 of 2019)

The Bill was assented to by the President on 20 November 2019. The Traditional and Khoi-San Leadership Act, 2019 (Act 3 of 2019) (the Act) was published under Notice No. 1550 in *Government Gazette* 42865 of 28 November 2019. The Act will come into operation on a date to be determined by the President by proclamation in the Gazette. The main objectives of the Act are:

- To make provision for the recognition of Khoi-San leadership;
- To consolidate the National House of Traditional Leaders Act, 2009, and the Traditional Leadership and Governance Framework Act, 2003;
- To address certain limitations in the existing legislation;
- To effect consequential amendments to other laws.

- Customary Initiation Bill

Since the Bill was not finalised when the term of the fifth NCOP ended, it was revived at a meeting of the Council on the 17 October 2019. The objectives of the Bill are:

- To provide for the effective regulation of customary initiation practices;
- to provide for the establishment of a National Initiation Oversight Committee and Provincial Initiation Coordinating Committees and their functions;
- to provide for the responsibilities, roles and functions of the various role-players involved in initiation practices as such or in the governance aspects thereof;
- to provide for the effective regulation of initiation schools;
- to provide for regulatory powers of the Minister and Premiers;

Upon enactment it, will have an impact on the manner in which the Department conducts its work given its responsibility for the protection, promotion and preservation of Arts, Culture and Heritage in the Province, as well as its goals in the Customary Initiation Framework.

- The South African Public Library and Information Services Bill, 2019

The National Cabinet approved the publication of the South African Public Library and Information Services Bill of 2019 for public comment. The Bill seeks to address transformational issues in providing public libraries to communities particularly to previously disadvantaged communities. It also promotes cooperative governance and coordination across the three spheres of government regarding public library and information services.

- Revised White Paper on Arts, Culture and Heritage

This document provides a new framework for national and provincial policy on arts, culture, heritage, library and archive services. The current White Paper on Arts, Culture and Heritage was promulgated in 1996 with the major focus on rationalising and realigning the arts, culture and heritage sector with post-apartheid geo-politics. With the changing times was necessary to review the White Paper. The revised White Paper was approved by Cabinet in 2018 following a Socio-Economic Impact Assessment conducted by the South African Cultural Observatory.

- Draft Museums Ordinance Amendment Bill

The Bill aims to align the Museums Ordinance with the Constitution of the Western Cape and that of the RSA. The draft Bill has been vetted by Legal Services and translated into the three official languages of the Western Cape. Its envisaged that the draft Bill will be published for public comment via the Provincial Cabinet in 2020.

- Western Cape Heritage Resources Management Draft Bill

Heritage is a concurrent function and this bill aims to draw from the national legislation whilst drawing on regional specifics in terms of Heritage Resource Management Draft Bill. The Bill seeks to streamline the process of managing heritage resources in the Western Cape. The Department reported on progress to the Regulatory Impact Assessment Committee on its extensive engagements with interested and affected parties across the Province and continues with the drafting process in line with legal requirements.

- National Sport and Recreation Amendment Bill

This Bill will have an impact on future relationships with stakeholders.

LOCAL GOVERNMENT CONTEXT

The Department takes an asymmetric approach to the spatial distribution of service delivery, based on need and carrying capacity of municipalities.

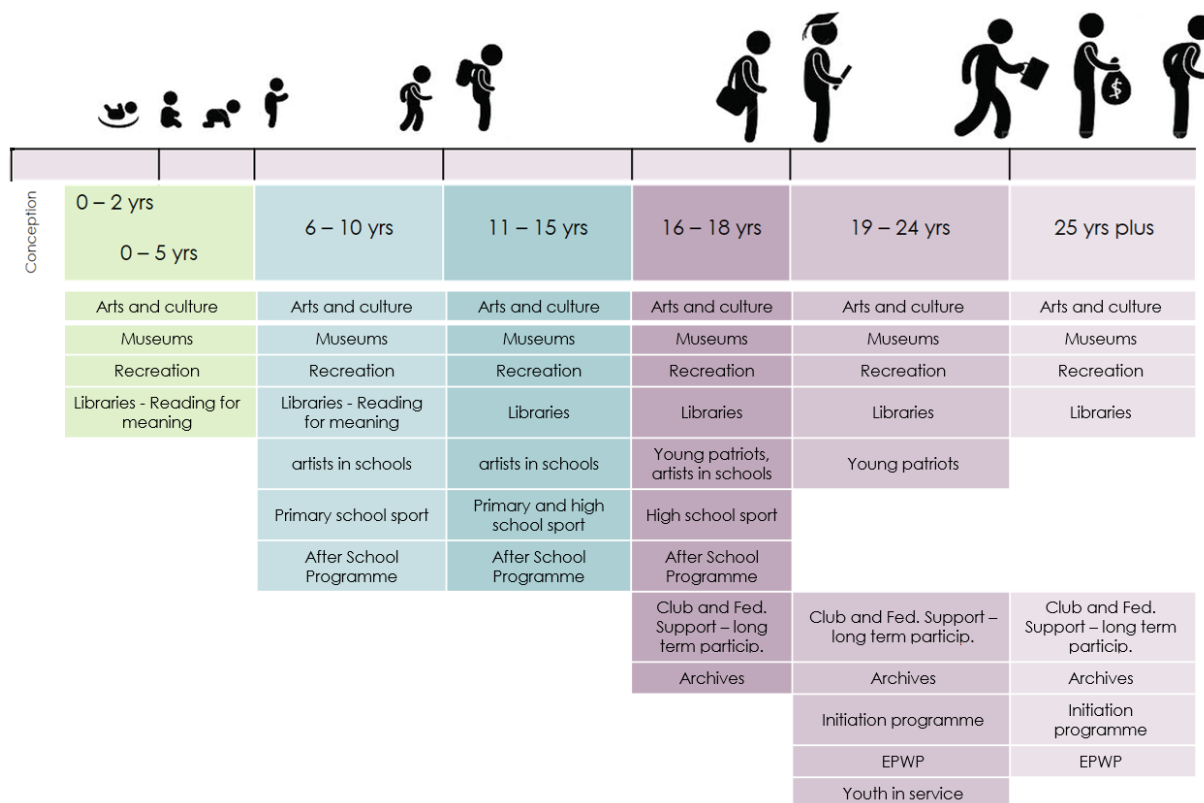
The Department regularly engages with municipalities, through the IDP process as well as engagements with various stakeholders in all Districts regarding specific services, e.g. libraries; arts development and sport trilateral engagements.

The provincial Joint District Approach is a geographical team-based, citizen-focussed approach (lead by the Department of Local Government) to provide a basket of government services to improve living conditions in the Province. Key priority themes are: citizen interface; waste management; infrastructure management; migration/urbanisation; and climate change/water security. The Department of Cultural Affairs and Sport supports these priorities through its services. The Department has a footprint in every District and is working closely with municipalities the ensure alignment to the Joint District Approach.

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

3.1. Institutional Approaches

The Department provides services for every phase of an individual's life cycle, demonstrated below:



The Department's implementation of its policies and strategies will be underpinned by the following approaches:

Innovation

The Dance Teachers Training programme, a pilot that saw the attempt at programme coherence, aimed to identify local dance instructors in the West Coast and Central Karoo and teach the basics of developing dance lessons, planning events and basic strategies for fund raising. This programme was leveraged off the Arts Grant Programme, where a partnership with Dance for All who trained local dance instructors, and The Young Patriots Programme, where local dance instructors were placed as Young Patriots with established community organisations to grow dance in each of the municipalities in the districts. Each district project culminated in a showcasing, where student dance instructors presented a dance display that showcased their hard work. "Slaan die Weskus aan Die Brand" attested to the success of the pilot.

Innovative use is made of public libraries where most public libraries serve as dual-purpose libraries to assist with shortages of school libraries while also serving the surrounding community. The Department will also be entering into a partnership with DEDAT to expand ICan Centres to rural areas via the Rural Library Connectivity Project. This project will make

innovative use of existing infrastructure developed for the RLCP for the purpose of establishing ICAN Centres that offer members of the public training in the use of computers.

The Department is also continuously innovating in its Archival services. This includes continuous digitisation of Archival records, the development of the profession, in relation to which the Department has reached an agreement with the National Archives of Netherlands to provide training to the Western Cape Archivists, implementation of Access to Memory (AtoM) which as a web based archival description software which will make it easy for Archives to put the Archival holdings online. Electronic records management training courses will continue to be offered to enhance electronic records management. We will pursue to offer the Online Registry Clerks Course which is presented in collaboration with the Department of the Premier.

The Department won a Gold Award for Public Service Innovation in the 2018 Premier's Service Excellence Awards for its After School Programme. In addition to the multi-stakeholder innovation under this programme, the Department has integrated innovative thinking into its work including supporting a social innovation challenge as part of the YearBeyond Programme and various innovative programmes which create pathways for youth employment. As part of providing ASPs, the Department has been providing innovative infrastructure delivery with cluster based facilities in the MOD and Neighbouring Schools Programmes.

An innovative aspect of the Department's work with Sport Federations has been the inclusion of civil society in annual monitoring evaluation meetings with Federations. This promotes accountability, oversight and inclusive participation.

The Department has also taken an innovative "Neighbourhood Development" approach utilising recreation, mass participation, school sport, club creation and sport arts and culture as a vehicle for the development of neighbourhoods that provide:

- A sense of belonging;
- A sense of identity;
- Social inclusion;
- Lifelong activity; and
- A Champion mind-set (a "Winning Nation") .

This Neighbourhood Development approach focuses on the development of pre-school and school-going youth between the ages of 3 to 18 years old, within 12 neighbourhoods across the Western Cape Province. In each neighbourhood, the emphasis is on early childhood development during school and in after-school activities. This includes play, physical education, recreation, intra- and inter- school-based activities, next-level participation, mastery, and career-based and professional activities.

At the centre of each neighbourhood, a shared-facility-approach will be adopted, where school-based facilities will either be upgraded or developed. These facilities will be utilised by the relevant school-based communities of each of the 12 neighbourhoods.

Through this programme, which includes infused life skills and positive social messaging, as well as the shared-facility-approach, the youth of each of the 12 neighbourhoods will have a 15-year pathway, resources, and support systems that will enable them to become holistically developed individuals, patriotic citizens and productive members of society.

Whole of Society Approach (WOSA)

The Whole of Society Approach (WOSA) is a transversal community-based planning approach aimed at understanding and addressing the socio-economic challenges “inside” of the community, rather than the general challenges “of” a community, acknowledging that each community has its own unique challenges. The focus is on a whole-of-society approach to improve services to people of any particular region. The approach will be focusing on four areas, initially Saldanha, Drakenstein, Manenberg and Khayelitsha. The Department is fully involved with this initiative.

In addition, the Department has used this approach to build the institutional model for the provincial youth service.

Urban/rural service provision

All of the Department's services are offered in both urban and rural areas of the Province. Through arts, culture, and heritage programmes, the Department ensures the preservation of culture and heritage, and the promotion of arts in the rural districts with museums and arts facilities as nodes.

The Department provides library service points in most of the very small rural communities (with populations of a few hundred people or more). Most of the small rural library centres are provided with free internet through the Rural Library Connectivity Project (RLCP). In many of these communities it is the only internet access available. To ensure blind and visually-impaired people across the Province have access to reading material free of charge, the Department, in collaboration with the South African Library for the Blind has rolled out 27 Mini Libraries for the Blind, spread across rural areas.

Through the Provincial Archives and Records Service the Department continues to assist governmental bodies, including municipalities, to manage records to improve accountability and good governance.

The spatial footprint (sites) of the After School Programme is 55% urban: 45% rural. Various other sport and recreation activities also take place in urban and rural areas across the Province. Urban and rural development is also infused in all of the Department's Sport Development activities, projects, and programmes, e.g. Recreation Programme, MOD Programme, and School Sport Programme. Here, participants, staff, and allocations are aimed at ensuring balance with regard to urban and rural development.

Gender mainstreaming, youth, and disability

Critical to the success of our national effort to build a united, prosperous and non-sexist society espoused in our Constitution, is to confront head-on the culture of patriarchy, toxic masculinity, misogyny, hierarchies and languages that perpetuate the negative impacts of patriarchal norms throughout all corners of our society. Our entry point will be through our various programmes with youth in sports, recreation, arts and culture.

Various public libraries provide outreach programmes focussed on empowering women through literacy, and providing support for vulnerable women or girls.

In the After School Programme, 51% of the 81 103 regular and consistent learners are girls. A gender equitable approach is taken with regard to Sport Development activities, projects and programmes, e.g. Recreation Programme, MOD Programme, and School Sport Programme. Here, participants, staff and allocations are aimed at ensuring balance with regard to gender. The Federations also offer sport for women and men, and junior girls and boys in every sport code.

The Department supports the Women and girls programmes identified by sport federations. Six projects are identified annually across the Western Cape. These programmes encompass:

1. Capacity building (first aid, levels etc.)
2. Leadership and mentoring courses
3. Umpire and technical official courses, and
4. Development projects

Annual Women in Sport roadshows will be held across the Province to discuss the barriers and initiatives for women in sport. Currently the goal with these workshops is to formulate a Provincial Action Plan (#PAP) to guide clients and federations in the Western Cape to eradicate barriers, increase participation, eliminate gender stereotypes, nutrition, sports health, physical and psychological well-being, education and training, accessibility, mentoring and coaching, gender mainstreaming, platforms for female leadership and mentoring, media, broadcasting, sponsorship, policy development and eliminate gender based violence through sport.

The disabled are more vulnerable to poverty and have access to significantly fewer opportunities than their able bodied counterparts to participate in social activities. The department will together with its partners in the NGO community support initiatives to reduce the opportunity gaps which exist.

The Craft Development Programme has a particular focus on women and people with disabilities, and all products developed are showcased in select museums across the Province.

The Department also has various programmes and initiatives focussed on youth to address the social and economic environmental challenges facing youth in the Province.

3.2. Planned Policy and Strategy initiatives

The policy initiatives described below are planned for 2020-2025:

PLANNED POLICY INITIATIVES	PURPOSE	PROPOSED TIMEFRAME
Review of the Western Cape Arts Funding Policy	There have been significant changes in the Arts, Culture and Heritage funding environment over the past three years. We will look at expanding the scope of sectors, organisations as well as interventions and events to be funded as well as using the policy to inculcate a culture of collaboration.	2020/21
Amendment of the Provincial Archives and Records Service of Western Cape Act (Act No.3 of 2005)	New developments in the Archives and Records Management profession have necessitated the amendment of the Provincial Archives and Services Act. The amended legislation will include developments such as technological developments in archives and records management. The Act will also be aligned with the reviewed National Archives and Records Service of South Africa Act 43 of 1996, as amended together with the updated White Paper on Arts, Culture and Heritage.	2021/22

PLANNED POLICY INITIATIVES	PURPOSE	PROPOSED TIMEFRAME
Western Cape Arts and Culture Policy	The envisaged policy will provide a basis for the development, promotion and protection of not only the art forms and genres, but addresses the approach of the Department to both tangible and intangible culture.	2022/23
New policy framework for Libraries	To provide a policy for public library services in the Western Cape.	2021/22
Western Cape Sport and Recreation Plan	A Western Cape Sport and Recreation Plan will be formulated to specifically outline the Western Cape Plans for the delivery of Sport and Recreation.	2020/21

4. Relevant court rulings

Court Case	Reference	Impact on DCAS
<i>The Chairpersons' Association v Minister of Arts and Culture [2007] SCA 44 (RSA)</i>	Supreme Court of Appeal case no. 25/2006	This judgment sets out what constitutes adequate consultation with local communities and other stakeholders in respect of proposed changes to geographical names. DCAS and the Western Cape Provincial Geographical Names Committee established by the MEC are important role-players in the implementation of the relevant legislation, especially with respect to the facilitation of public consultation with stakeholders and communities. This judgment must be taken into account when processing changes to geographical names.
<i>Qualidental Laboratories v Heritage Western Cape [2007] SCA 170 (RSA)</i>	Supreme Court of Appeal case no. 647/06	This judgment confirmed the powers conferred on the MEC and Heritage Western Cape to impose conditions on a development in terms of section 48 of the National Heritage Resources Act, 1999.
<i>Top Performers (Pty) Ltd v Minister of Cultural Affairs and Recreation</i>	Western Cape High Court case no. 5591/05	This judgment had a profound impact on the appeal processes of the tribunals appointed by the MEC in terms of section 49 of the National Heritage Resources Act, 1999, read with Regulation 12 of PN 336 of 2003. DCAS and the MEC took corrective steps to ensure fair administrative processes and make provision for the admission of new evidence into the record of a tribunal process, as well as better compliance with the rules of natural justice in terms of the <i>audi alteram partem maxim</i> .
<i>Willows Properties (Pty) Ltd v Minister of Cultural Affairs and Sport</i>	Western Cape High Court case no. 13521/08	The applicant filed an urgent application in the High Court to compel the MEC to make a decision or, alternatively, to issue the Record of Decision in respect of an appeal lodged with the MEC in terms of section 49 of the National Heritage Resources Act, 1999, read with regulation 12(7) of PN 336 of 2003. The impact of the judgment on DCAS is that it must ensure that tribunals issue Records of Decision in good time. Corrective measures have been implemented.
<i>Waenhuiskrans Arniston Ratepayers Association and Another v Verreweide Eiendomsontwikkeling</i>	Western Cape High Court case no. 1926/2008	The Court considered whether the South African Heritage Resources Agency or Heritage Western Cape have jurisdiction in respect of sites that have been graded by SAHRA as Grade 1 sites in terms of sections 35 and 36 of the National Heritage Resources Act,

Court Case	Reference	Impact on DCAS
<i>(Edms) Bpk and Others</i> 1926/2008 [2009] ZAWCHC 181.		1999. The Court found that, in such cases, SAHRA has jurisdiction. The implication of this judgment for DCAS is that the Department must provide legal assistance to Heritage Western Cape to interpret the legislation, and it must ensure that HWC acts within its legal mandate.
<i>The Louis Trichardt Chairperson's Association v the Minister of Arts and Culture and the Geographical Names Council of South Africa</i>	Gauteng Division of the High Court of South Africa 2014	The Court has set aside the name change of Louis Trichardt to Makhado following a settlement out of court between the parties. This has implications for how DCAS and the Western Cape Provincial Geographical Names Committee ensures that the necessary consultation processes are communicated and documented regarding proposed changes, standardization or revisiting of a geographical name.
<i>Peter Gees v the Provincial Minister of Cultural Affairs and Sport, Western Cape, the Chairperson, Independent Appeal Tribunal, Heritage Western Cape, the City of Cape Town, City Bowl Ratepayers; & Residents' Association</i>	Western Cape Division of the High Court of South Africa no. 6205/2015	Conditions can be imposed in a permit for demolition of an existing structure older than 60 years in terms of section 34(1) of the National Heritage Resources Act (Act no. 25 of 1999).
<i>Piketberg Local Heritage Committee and Another v Liebco Vleishandelaars Edms Bpk and others (Heritage Western Cape 2nd Respondent)</i>	Western Cape Division of the High Court of South Africa No. 1103 2016	Application for review of a decision of HWC's Built Environment and Landscape Committee (BELCom). Permission was granted by BELCom to demolish a building on Erf 207 Piketberg. The Piketberg Heritage Committee applied to the High Court to review the decision as the provisions of PAJA were not complied with. The Court considered HWC's policy of requiring consultation only with registered conservation bodies and held that, as the decisions taken had the potential to affect members of the general public, broader public consultation was required.

PART B: OUR STRATEGIC FOCUS

5. Vision

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

6. 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.

7. Values

Caring, Competence, Accountability, Integrity, Innovation and Responsiveness.

8. Situational Analysis

8.1. External Environment Analysis

POLITICAL ENVIRONMENT

The sixth general election on Wednesday, 8 May 2019 propagated a new strategic vision for the Western Cape Government. A new 2019-2020 Provincial Strategic Plan was developed that gives effect to the strategic framework for the provincial medium-term budget policy priorities. The strategic plan sets out five Vision- Inspired Priorities to realise a safe and prosperous Western Cape.

The Department continues to maintain partnerships with the relevant municipal structures and their principals. The department implements its programmes and projects within municipal boundaries.

ECONOMIC ENVIRONMENT

The country's low growth rate, and the volatile exchange rate of the South African currency, as well as the impact that the drought will have on the number of tourists visiting the Province, may result in a reduced number of visitors to affiliated museums and reduced attendance at festivals. The Department is increasingly focusing on cultural and creative industries as a potential contributor to economic growth and job creation. This is demonstrated in the job opportunities that were created during in previous financial year. In addition, the Department aims to support and strengthen the institutional capacity of arts organisations and practitioners.

In response to limited financial resources, the Department will focus on strategic re-alignment for strengthened collaborations with a few relevant social and public sector institutions and initiatives to leverage resources for greater impact. The economic environment also creates uncertainty for receiving a Conditional Grant for archives and records services which could fund much needed equipment, staffing and infrastructure. The reductions in budgets and more

specifically the ceilings imposed on expenditure on the compensation budgets of government departments has a negative impact on the services that are human resource driven and are at coal face of service delivery. Limited financial resources are also a risk to the continued implementation of Enterprise Content Management.

Furthermore, as described in the Strategic Framework for the Provincial Strategic Plan 2020-2025, youth unemployment is a serious economic and social crisis in South Africa. Youth (aged 15 to 34) account for 42.9% of the provincial labour force, but made up a much higher 66.9% of the Province's unemployed in the third quarter of 2019. Many of Province's unemployed youths come from homes and communities characterised by socio-economic deprivation (i.e. poor living standards, low education outcomes, high unemployment rates, and poor health outcomes) and face limited opportunities post-school. The Department's Youth-Service programme aims to address this issue by creating opportunities for youth to engage in a meaningful work experience and access support to transition into a job or studies.

SOCIAL ENVIRONMENT

The growth in the Province's population is expected to put additional pressure on the demand for the Department's services. The promotion of social inclusivity within communities remains an important task of the Department. As urbanised communities grow, cultural and heritage institutions have a vital role in raising awareness and developing a sense of belonging through inclusive narratives that reflect life experiences. In promoting inclusivity and social cohesion, we will also pay attention to communities whose languages and by extension, whose cultures are at risk of disappearing, as well as growing minority communities within the Western Cape.

Public interest in the country's history and heritage has included a keen interest among the youth in issues of interpretation of history and its relevance. This signals much potential for affiliated museums to assert their social significance within communities through dialogue on these issues, the provision of relevant programmes, and through an inclusive approach to service delivery. Increased awareness that archives has relevant information sources to help the public with various aspects of their life. The Department will increase its archive awareness efforts in order to improve the understanding of the value of archival records, and the role of archives. There has been enthusiasm for the Oral History initiative and therefore this programme will continue in 2020/21.

The Social Profile of Youth 2009-2014 report by Statistics South Africa indicated that the youth face a high risk of being vulnerable to crime. The Department therefore accelerated its focus on youth development programmes in arts, culture, language, and the sport, recreation and after-school spheres. Civil society has sport-related structures in all geo-political districts in the Province. The business of the Department is providing opportunity for all our people to be included in constructive social activity towards creating the conditions for respect and tolerance in our society.

The Pan South African Language Board appointed a Western Cape Provincial Language Committee (PLC) in August 2019, in terms of Section 8 (8)(a) of the Pan South African Language Board Act, 59 of 1995. This creates an opportunity for the Pan South African Language Board PLC, the Western Cape Language Committee and the Department to collaborate and pool resources and expertise, which will have greater impact on monitoring and implementation of the Western Cape Language Policy.

TECHNOLOGICAL ENVIRONMENT

The growth of technology offers new platforms to engage with citizens, and allows for the creation of more layered content, making it possible to continue updating interpretations of artefacts and events in history. It is also a less costly means to share histories without geographical barriers, and allows the Department to do so in more than one language.

The digital environment is the fastest growing industry globally, and this is evident in the rapid growth of music streaming as well as literary arts.

The archives digitisation project will ensure enhanced web access and preservation of some identified archivalia to meet increasing demand. Trends in information management, such as digitisation and electronic records management, are constantly changing and the Department tries to keep up with these trends. A robust IT network will enable continuous accessibility of digitized images and electronic content. Implementation of Access to Memory (AtoM) which is a web-based archival description software will make it easy for Archives to put the archival holdings online to enhance access.

The Rural Library Connectivity Project (RLCP), Mzansi Libraries Online, and the Broadband Roll-out and Wi-Fi initiatives continue to provide the public with access to ICT.

Communities, especially the youth, are increasingly participating in online activities, using internet based information and entertainment sources. It is necessary for museums to ensure that their exhibitions and public programmes are accessible through online networks in order to remain relevant to the youth.

Furthermore, as described in the Strategic Framework for the Provincial Strategic Plan 2020-2025, there is an unevenness of learner development and academic outcomes. Historically, learners in poorer communities have been less likely to access quality afterschool programmes (such as sport, cultural, and other activities such as coding), they experience overcrowded classrooms owing to increased learner in-migration, they have limited exposure to e-Learning opportunities, have low access to quality tutoring outside of school time, and have fewer chances to take part in field trips. These factors are associated with poor academic performance. The holistic (i.e. academic, sports, arts and culture) focus of after-school programmes provides learners with an opportunity for experiential learning, which is identified as crucial for the 4th Industrial Revolution (4IR). The Department will therefore continue to provide access to sport, arts and culture, and other after school activities, as well as reading support and promotion initiatives to support education outcomes.

ENVIRONMENTAL FACTORS

Drought and lack of water resources will have an effect on the operations of the Department. Sport tourism will be affected where federations are unable to host events because of environmental factors. The ongoing drought will impact on sport facilities as maintenance will become a challenge. Furthermore, water saving measures have been introduced throughout the Department, e.g. at the cultural, museum, and sport facilities.

The Department will be investigating alternative non-water-reliant sport surfaces together with alternative sources.

The ongoing drought, and the frequency of fires across the Province in areas such as the historic town of Wupperthal, have resulted in significant damage and destruction of heritage resources. The Department, through its entity Heritage Western Cape, continues to work with local municipalities and stakeholders to manage short-term and long-term mitigation measures.

The risk of natural disasters or extreme weather events could result in damage to archival collections, therefore disaster preparedness and regular maintenance of the Archive building is critical.

LEGAL AND REGULATORY ENVIRONMENT

The Supply Chain Management environment has become highly regulated to ensure support to Small, Medium and Micro Enterprises. The unintended consequence of this highly regulated environment is that it places immense pressure on staff capacity to ensure that the Department is able to respond to the changing environment.

SAFETY AND SECURITY ENVIRONMENT

As described in the Strategic Framework for the Provincial Strategic Plan 2020-2025, Western Cape communities continue to be directly and indirectly impacted by violent crime. The Department's sports, arts and culture programmes that support educational and employment outcomes, and programmes that offer diversions from negative social behaviours, all support the improvement of the safety environment.

The Department will consider ways of improving the safety and security of all people, institutions, and facilities under its jurisdiction, in particular the safe-guarding of heritage resources. The Department has provided additional funding to improve security features at museums and cultural facilities.

SASREA requirements for safety and security plans for certain events hinder the hosting of major events and the Department will consider ways of addressing this challenge to service delivery.

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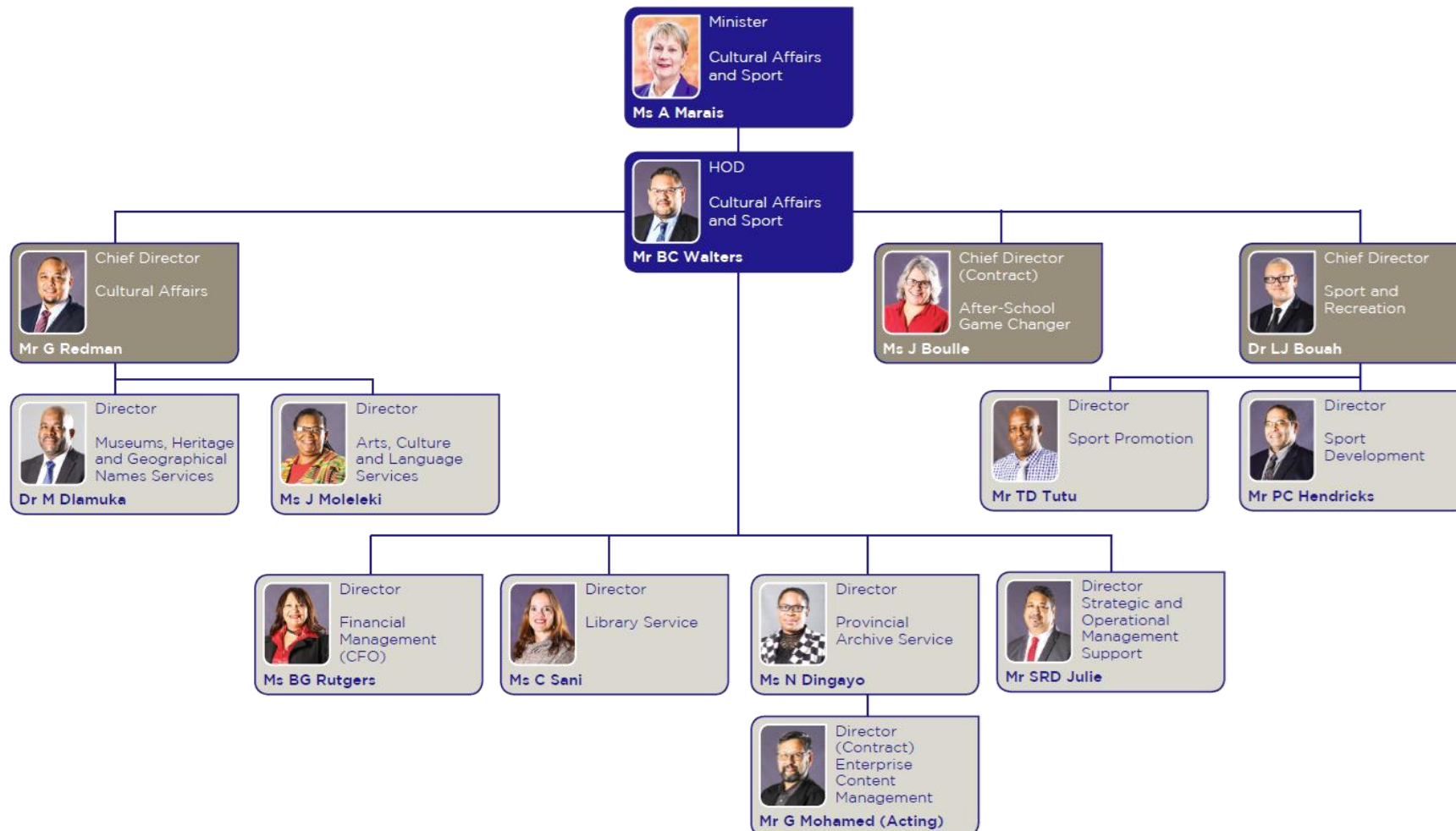
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8.2. Internal Environment Analysis

The Department's macro structure is as follows:

Organisational Organogram



Human resources and Workforce Plan

For the period 2020-2025, 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.

The new HR plan was implemented on 1 April 2018. The following priorities for the period 2018 – 2023 were identified and approved:

PRIORITY	OUTCOME
Organisational Structure	A performance conducive workplace
Training and Development	Competent people in the right numbers at the right place at the right time with the right attitude
Succession Planning and Career Development	Competent people in the right numbers, at the right place at the right time with the right attitude
Culture and Ethics	Leaders that are exemplars of the behaviours associated with the organisations values Highly engaged people A citizen-centric performance culture

Systems and IT

The Department will continue to support the following IT projects:

- System support for the NAAIRS, AtoM, SLIMS and ECM systems by the Department of Sport, Arts and Culture and State Information Technology Agency, respectively.
- The implementation of a Cultural Affairs Annual Funding system will assist in efficiently managing the annual funding process for cultural groups that require funding from the Department.
- The implementation of a Gym Management System to better manage access to the Western Cape Government gym.

Accommodation

The Department currently occupies nine leased and 17 State-owned buildings in the Western Cape. These buildings enable the Department to fulfil its strategic intent.

As discussed in the Department's User Immovable Asset Management Plan 2020/2021, in the longer term, the Department aims to:

- Proactively repair and routinely maintain its buildings.
- Provide office accommodation for office managers of the Chief Directors Cultural Affairs and Sport and Recreation.

- Lease appropriate accommodation for the proposed Cape Town Museum to
- include a conservation treatment and repair facility to house new collections &
- store valuable archaeological materials;
- Obtain office accommodation for the relocation of the Ruyterwacht Museum Services offices and the Directorates Heritage, Museums and Geographical Names and Arts, Culture and Language from Protea Assurance Building and associated EPWP beneficiaries employed by the DCAS to maximize office accommodation and free-up space in Protea Assurance Building.
- Obtain additional space for Mossel Bay Regional Library Service.
- Obtain accommodation within the Western Cape for 6 Sport Houses to assist the various federations to meet their respective mandates in the following regions: Cape Metro, Central Karoo, West Coast, Overberg, Eden and Cape Winelands.
- Office accommodation in Caledon and Bredasdorp for Sport and Recreation staff.
- Provision of space for archival records from all WCG departments, Ministries, municipalities and public entities

PART C: MEASURING OUR PERFORMANCE

9. Institutional Performance Information

9.1. Measuring the Impact

Impact statement	A socially inclusive, creative, active and connected Western Cape.
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9.2. Measuring Outcomes

MTSF Priority 6: Social Cohesion and Safer Communities				
No.	Outcome	Outcome Indicator	Baseline	Five-year target
1	Access and opportunities for participation in the Arts, Culture and Heritage sector, supporting economic growth, and safe and cohesive communities.	Increased uptake of services in the Arts, Culture and Heritage sector in the Western Cape.	400 250	425 300
2	Access to information and knowledge supporting a culture of reading and lifelong learning.	Number of registered library users.	731 456	735 000
		Number of visits by researchers	8 700	8 800
3	Access and opportunities for participation in sport and recreation.	Increased uptake of services in the sport and recreation sector in the Western Cape.	444 210	475 000

9.3. Explanation of Planned Performance over the Five Year Planning Period

a. Contribution of outcomes to PSP, NDP, mandate, climate change, women, youth, children, persons with disabilities

All three of the Department's Outcomes contribute to all of the Provincial Strategic Plan (PSP) Vision Inspired Priorities (VIPs), particularly the Empowering People VIP, and Safety VIP. The Department's Outcomes also contribute to all seven of the National Priorities but in the main, the Department's outcomes relate to National Priority 5: Social cohesion and safe communities.

While the Department is not directly responsible for actions outlined in the Western Cape Climate Change Response Strategy 2014, the Department will initiate and/or continue to implement various adaptation initiatives to save water. This includes water-saving in all of the Department's staff offices, and at the Department's various facilities such as museums, archives, and sport and cultural facilities. The Department will also investigate further potential water saving measures such as alternative non-water-reliant sport surfaces. A Water Summit

was held with Western Cape Sport Federations to determine future utilisation of sport facilities in the Western Cape. The Department has supported various municipalities with the cost of drilling and pumping, and water tanks/reservoirs to allow sport to continue. These initiatives relate to all three of the Department's Outcomes.

The services related to all three of the Department's Outcomes have are at least in part directed towards women, youth, children, and persons with disabilities. The Department's strategic Outcomes are geared towards youth development in particular as part of the Department's contributions to the Provincial VIPs.

Part of the Department's efforts to promote multilingualism focuses on the promotion of sign-language interpretation for the hearing-impaired. To this end, the Department will continue to outsource sign-language interpreting services for provincial government departmental activities and also promote the language through its projects to make people aware of the needs of the hearing-impaired.

b. Rationale for outcome indicators

The Department's three Outcomes relate to all of its services and Programmes. As a service delivery-oriented Department, the Department's services are aimed at promoting access and providing opportunities for participation, and all of the Department's services have a programmatic basis in the Constitution. The Department's Outcome Indicators are therefore aimed at increasing access and opportunities for participation in its diverse service offering.

c. Enablers to achieve five-year targets

Fiscal and political certainty.

Certainty of Conditional Grant funding.

Cooperation and partnerships with other spheres of government, civil society, and the private sector to augment service delivery capacity.

Institutional and human resource capacity.

d. Contribution of outcomes to impact

All three of the Department's Outcomes contribute to creating a more socially inclusive Western Cape. Outcome 1 in particular contributes to creativity, outcome 3 mainly contributes to creating an active Western Cape, and outcome 2 mainly contributes to creating a connected Western Cape. Each outcome is therefore linked to the achievement of the Department's desired impact. The Department's outcomes and desired impact are mainly linked to MTSF priority 5: Social cohesion and safe communities, Provincial Vision Inspired Priorities 1: Safe and cohesive communities and 3: Empowering people.

10. Key Risks

OUTCOME		KEY RISK	RISK MITIGATION
1	Access and opportunities for participation in the Arts, Culture and Heritage sector, supporting economic growth, and safe and cohesive communities.	Inability of museums to adequately conserve and account for Heritage assets	Digitising of Museum Collections in order to improve accessibility and to build complete inventories Establishment of a new management structure with regional support for museums Annual Museum Symposium with governing Body representatives and Heads of Museums where aspects of Museum management receive specific attention (e.g. Fraud prevention, financial reporting, governance issues)
		Inability to ensure that arts are advanced, sustainable, resilient and innovative and equally that artists are able to test, develop and realise ideas.	Unlocking new opportunities within the arts by e.g. exposing artists to a variety of skills sets within the culture and creative value chain; Arts Funding Policy framework in place and implemented by DCAS; Matching organisations together to address resource challenges and facilitate networking capabilities in order to leverage on collaboration
2	Access to information and knowledge supporting a culture of reading and lifelong learning.	Inadequate space to store archival records	Extension of the Archives building
3	Access and opportunities for participation in sport and recreation.	Unpredictability of Grants (DORA, GBS, EPWP, etc.) amounts received.	DORA grant provides for application for change in conditions. Business case was developed around the MOD Centres, Neighbourhood Schools and Recreation Centres concept and submitted to Provincial and National Treasury.

11. Public Entities

Name of Public Entity	Mandate	Outcomes	Current Annual Budget
Western Cape Cultural Commission	Western Cape Cultural Commission and Cultural Councils Act, 1998 (Act 14 of 1998)	To contribute to the growth and development of a dynamic cultural environment by promoting, preserving and developing arts and culture through support rendered to registered cultural councils, the management of movable and immovable property and advising the Minister on aspects related to cultural practices.	R 2 806 000
Western Cape Language Committee	Constitution of the Western Cape, 1998 Western Cape Provincial Languages Act, 1998 (Act 13 of 1998) Pan South African Language Board Act, 1995 (Act 118 of 1998)	To monitor the implementation of the Western Cape Language Policy, advise departments and institutions of the Western Cape Government on language matters through the Minister for Cultural Affairs and Sport and promote the development of marginalised indigenous languages and South African Sign Language.	R 258 000
Heritage Western Cape	National Heritage Resources Act, 1999 (Act 25 of 1999)	To establish and maintain an integrated heritage resources management system in the Western Cape.	R 3 200 00

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator title	Increased uptake of services in the Arts, Culture and Heritage sector in the Western Cape.
Definition	Fostering activities that can contribute to social inclusion and safer communities in the Western Cape through the promotion, development and preservation of arts, culture and heritage
Source of data	Attendance registers
Method of calculation/assessment	Count of following performance indicators: Number of practitioners benefiting from capacity building opportunities Number of museum visitors
Assumptions	The programme will have sufficient resources to implement programmes
Disaggregation of beneficiaries	Not Applicable
Spatial transformation	Western Cape Province
Reporting cycle	annual
Desired performance	As targeted
Indicator responsibility	Programme 2

Indicator title	Number of registered library users
Definition	Number of registered library users using public libraries in the Western Cape
Source of data	Statistic report from public libraries
Method of calculation/assessment	Counting number of registered users
Assumptions	Availability of human and financial resources
Disaggregation of beneficiaries	Not Applicable
Spatial transformation	Contribution to spatial transformation priorities: Not Applicable Spatial Impact areas: Western Cape
Reporting cycle	Quarterly
Desired performance	As targeted
Indicator responsibility	Responsibility manager

Indicator title	Number of visits by researchers to the Archives
Definition	Visits by researchers and groups
Source of data	Visitors' registers
Method of calculation/assessment	Count
Assumptions	Researchers will continue to visit the Archives repository
Disaggregation of beneficiaries	Not Applicable
Spatial transformation	Contribution to spatial transformation priorities: Not Applicable Spatial Impact areas: Western Cape
Reporting cycle	Quarterly
Desired performance	As targeted
Indicator responsibility	Sub-programme manager

Indicator title	Increased uptake of services in the sport and recreation sector in the Western Cape.
Definition	No of citizens participating in sport and recreation activities
Source of data	Club member's records, event participant records, MOD and Neighbouring Schools attendance registers,
Method of calculation/ assessment	Count of following performance indicators: Club membership Event participant records Recreation, School Sport, MOD and Neighbouring school programme attendance registers
Assumptions	Organisations we partner with will share their data
Disaggregation of beneficiaries	Not Applicable
Spatial transformation	Not Applicable
Reporting cycle	Quarterly
Desired performance	As targeted
Indicator responsibility	CD: Sport and recreation

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