



GAUTENG PROVINCE

SPORT, ARTS, CULTURE AND RECREATION
REPUBLIC OF SOUTH AFRICA

FIVE YEAR STRATEGIC PLAN 2015-2020

28 FEBRUARY 2015

**GAUTENG DEPARTMENT OF SPORT, ARTS,
CULTURE AND RECREATION
FIVE YEAR STRATEGIC PLAN 2015-2020**

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Gauteng Department of Sport, Arts, Culture and Recreation

Office of the HOD

Surrey House, 35 Rissik Street: Corner Rissik and Commissioner Streets

Johannesburg

Gauteng

Tel: (011) 355 - 2828

Fax: (011) 355 - 2513

Email: Vusi.Sibiya@gauteng.gov.za

Website: www.sacr.gpg.gov.za

FOREWORD BY THE MEC



In line with the mandate of the fifth administration, that requires bold thinking and decisive action to completely eradicate the social, economic and spatial legacy of apartheid and colonialism, the Department of Sport, Arts, Culture and Recreation has heeded this call by grounding its work on radical economic and accelerated social transformation. These are the two of the ten provincial Pillars of the Transformation, Modernisation and Re-industrialisation (TMR) Programme aimed at addressing the triple challenges of poverty, unemployment and inequality.

The Department has already taken active decisive steps to contribute towards making Gauteng an integrated City Region characterised by social and economic inclusion. To do this the Department will ensure that it has the required capacity to think ahead and the capability to inspire actions that can turn dreams into a reality. This capacity will reside in the Department's public representatives, public servants and leaders of other sectors who will remain true to the values of loyal service to the people.

Through this Strategic Plan we will endeavour to radically transform the structure of the Gauteng economy and unlock the potential of the creative industries as well as the business of sport. Our programmes in the next five years will be predicated on the acknowledgement that bidding for and hosting major events of creative industries and sporting arena have economic benefits for both the Gauteng City Region in particular and South Africa in general. The department will launch an Annual Gauteng Creative Industries Fair, a provincial signature event that will showcase Theatre, Dance, Visual Art and Craft Exhibitions, Film, Food and Music Festival. This will be implemented in collaboration with other spheres of government and has the capacity to create a significant number of jobs with a strong element of Tourism and Black Economic Empowerment. Competitive sports and high impact events such as the Soweto Marathon, Nelson Mandela Sport and Culture Day, will be promoted to drive inclusive growth and tourism.

It is without doubt that social transformation, which is at the centre of raising the living standards, and quality of life of all the people of Gauteng, underpins economic transformation. To do this, it is critical that a coherent and sustainable accelerated programme of social transformation programme is implemented, parallel to the radical economic programme. To this end, the department has prioritized the promotion, development and preservation of the Gauteng heritage. We will continue to build inclusive heritage over this period through building imposing monuments such the O.R. Tambo, Women's Monument and others in honour of the struggle heroes and heroines.

The commemorative days such as the Human Rights Day and Heritage Day will be repositioned as pilgrimages and linked to the big events strategy to drive inclusive growth and tourism. The icons of the liberation struggle will be honoured through projects such as the Mandela Remembrance Walk, the unveiling of Sam Ntuli's memorial. The department will develop and consolidate the liberation struggle heritage route and sites, and the 100 sites identified in the past period, will form part of the route.

Central to social transformation is outcome 14 of the National Development Plan, Nation Building and Social Cohesion. These are two principles which are key in the country's constitution, seeking build a non-racial, non-sexist and prosperous society. The department will launch a provincial social cohesion programme that will endeavour to promote tolerance, reconciliation, discourage xenophobia, homophobia and other social ills. In particular, the department will use the power of sport, arts, culture and recreation to promote values that Gauteng people have in common other than their differences.

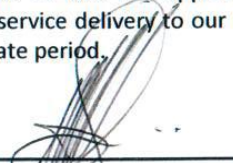
The department aims to provide universal access to sport, arts, cultural activities, library, archival services and facilities. This will facilitate active sporting and creative Gauteng, and provide access to facilities and programmes to identify and nurture young talent. We will play a leading role to ensure that the sport and creative sector is organised and operates to maximise social and economic benefits which improve lives of all people of Gauteng.

Operation Mabaleng, a radical intervention to provide, facilitate and coordinate ten infrastructure projects and recreational programmes in depressed and deprived communities for an active and healthy society will be launched in first year of the current term of office. The spin-offs which will accrue from this flagship programme will have long term benefits such as healthy lifestyles, reduced social ills which are associated with substance abuse.

The Gauteng Film Commission will be reconfigured into an all-encompassing agency for creative industries. This Creative Industries Agency will ensure that Creative Arts in Gauteng take their rightful place in the country's landscape. This Agency will work closely with the Creative Industries Federation to be launched by the Department of Arts and Culture.

The capacity and organisation of the department will be reviewed in line with the priorities of the 5th Administration and the resultant service delivery model. This model has a particular bias towards strengthening the capacity of the core function so the department can deliver services where they are required. This Strategic Plan locates the department as the nexus of the Gauteng programme of Transformation, Modernisation, and Re-industrialisation of our province. The Plan is realistic, action oriented and attuned to the TMR Programme as reflected in our Vision, Mission, and Strategic Goals.

I would like to take this opportunity to encourage the Department of Sport, Arts, Culture and Recreation to continue to concentrate on excellent service delivery to our Province and its people, through the performance focus and intent outlined in this revised Strategic Plan for the mandate period.



Ms. Molebatsi Bopape, MPL
MEMBER OF THE EXECUTIVE COUNCIL
Sport, Art, Culture and Recreation
Date: 27/02/2015

INTRODUCTION AND STRATEGIC OVERVIEW BY THE HEAD OF DEPARTMENT



At the centre of the 2015-2020 Strategic Plan for the Department of Sport, Art, Culture and Recreation (DSACR) is the Gauteng Province's radical transformation, modernisation and re-industrialisation (TMR) of Gauteng's economy and its society. Sport, arts, culture, heritage and recreation play an important role as drivers of the economic, social cohesion, national building, creative and active citizenry as well as fostering social stability in any society.

This Strategic Plan articulates the vision and mission DSACR recognising the central role of an active citizenry in economic growth and social cohesion is the creation of an environment in which our people can live together in harmony with a sense of socio-economic purpose and belonging. It also illustrates the critical alignment between strategic planning and budget cycles necessary for continued future success in the MTEF period and beyond. Although this five-year plan is a high level document, it is cascaded down to Annual Performance Plans, business plans and performance contracts at programme and sub-programme level. At this level, more detail on measurable outputs, targets and activities are described and guide performance.

Practical programmes such as Operation Mabaleng, aim to resource communities in the Gauteng City Region (GCR) with universal and equal access to sporting and recreational facilities. This will ensure that our communities, particularly townships, have adequate sporting, artistic, cultural and recreational activities with well-functioning facilities. The Creative Industries Fair, film industry and smart libraries are but some of the programmes to be implemented that will accelerate social transformation, modernise and economically transform the GCR.

Driven by the commitment to build the Gauteng City Region and inspired by the TMR Programme, this Strategic Plan is hinged upon the principle that different results cannot only be achieved unless things are done differently. The internal institutional capacity must be reconfigured accordingly to suit the new Departmental goals and priorities for the next five years.

The Department will strengthen its intergovernmental coordination to give effect to stronger coordination and integrated service delivery between the provincial and local government. Inter-governmental relations with local municipalities, national and other provincial government; key sector

stakeholders such as the sports legends, the Sports Councils, Federations and Confederations, and others will be strengthened. In this way, the Department will be able to ensure that its services in the areas of sport, arts, culture and recreation have maximum impact at the grassroots level. Effort will be made to strengthen integrated and visible service delivery to communities we serve. Internal resources will be streamlined to increase and make greater impact in communities.

This Strategic Plan can only be realized when all parties embrace the core values of hard-work, competence, integrity, accountability and responsiveness in the implementation of our programmes. As the Department, we will do all and sundry to ensure the success of this Strategic Plan in the next five years.


The management and staff of the DSACR are committed to the delivery of the goals and objectives outlined in this strategic plan; in a manner that yields radical economic and accelerated transformation that will benefit social for all who live in the GCR.

OFFICIAL SIGN-OFF

It is hereby certified that this revised Strategic Plan for the Department of Sport, Arts, Culture and Recreation:

- Was developed by the management of the Department of Sport, Arts, Culture and Recreation, in consultation with staff and stakeholders, under the guidance of MEC, Molebatsi Bopape.
- Takes into account the new mandate and priorities of GPG, as adopted by the Gauteng Executive Council, all the relevant policies, legislation and other mandates for which the Department of Sport, Arts, Culture and Recreation is responsible.
- Accurately reflects the strategic goals and objectives which the Department will endeavour to achieve over the period 2015 – 2020.


Mr Lesedi Mere
Chief Financial Officer

Signature: 
Date: 26/02/2015

Mr. Vusi Sibiyi
Chief Director: Strategic Support

Signature: 
Date: 26/02/2015

Ms. Namhla Siqaza
Accounting Officer

Signature: 
Date: 26/02/2015

APPROVED BY:

MEC Molebatsi Bopape
Executive Authority

Signature: 
Date: 27/02/2015

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LIST OF ACRONYMS

ANC	African National Congress	MEC	Member of the Executive Council
APP	Annual Performance Plan	MTEC	Medium Term Expenditure Committee
BBBEE	Broad Based Black Economic Empowerment	MTEF	Medium Term Expenditure Framework
DCS	Department of Community Safety	MTSF	Medium Term Strategic Framework
DHSD	Department of Health and Social Development	NDP2030	National Development Plan 2030
EPWP	Expanded Public Works Programme	PANSALB	Pan South African Language Board
Exco	Gauteng Executive Council	PHRA	Provincial Heritage Resource Agency
GACC	Gauteng Arts and Culture Council	QoL	Quality of Life (Survey)
GCR	Global City Region	SACR	Department of Sport, Arts, Culture and Recreation
GDE	Gauteng Department of Education	SALGA	South African Local Government Association
GDP	Gross Domestic Product		
GEGDS	Gauteng Employment, Growth and Development Strategy	SASCOC	South African Sports Confederation and Olympics Committee
GGNC	Gauteng Geographical Names Committee	SDIP	Service Delivery Improvement Plan
GPG	Gauteng Provincial Government	SMME	Small Medium Micro Enterprises
GSP	Gauteng Sport Plan	SONA	State of the Nation Address
HOD	Head of Department	SOPA	State of the Province Address
IDP	Integrated Development Plan		
IGR	Inter-Governmental Relations		
IMPP	Integrated Mass Participation Programme		
LHRA	Local Heritage Resource Agency		

PART A: STRATEGIC OVERVIEW

1. VISION

An active, creative and modernised Gauteng City Region contributing to sustainable economic growth and social cohesion.

2. MISSION

In pursuit of the above vision, the DSACR will work in an integrated manner to create an enabling environment and accelerated social transformation for sporting, artistic, and cultural excellence, by:

- Facilitating talent identification and development in partnership with key stakeholders;
- Positioning the business of sport and creative industries as catalysts for sustainable economic growth;
- Modernisation of the economy through the bidding and hosting of major sporting and cultural events;
- Providing universal access to sport, arts, cultural activities, library, archival services and facilities; and
- Identifying, promoting and preserving heritage

3. VALUES

In working towards the achievement of the mandate and vision set out above, the DSACR subscribes to the following internal values:

Teamwork and Collaboration:	We work co-operatively, by asking for and giving information and support, and sharing success with others across our department and across all spheres of government.
Honesty and Integrity:	We are honest, trustworthy and straightforward in all our dealings, and use time, money and resources wisely.
Respect and Diversity:	We value others for their contribution, irrespective of personal differences, we involve and listen to others, and show consideration and empathy for their emotional and physical wellbeing.
Stakeholder Focused:	We consult, encourage feedback and provide services that meet or exceed the needs, standards and timescale of our internal and external stakeholders, in a courteous, open, transparent and speedy manner.
Employee Focused:	We value all employees; provide equal access to opportunities for development, recognition and reward.
Work Ethic:	We endeavour to produce quality outputs and take responsibility of the obligations vested in our position.

4. LEGISLATIVE AND OTHER MANDATES

4.1 Constitutional Mandates

The Gauteng Department of Sport, Arts, Culture and Recreation's mandate is drawn directly from Schedule 4 and 5 of the Constitution of the Republic of South Africa, 1996. The sections describe the functional areas of exclusive provincial legislative competence. Part A lists the following as provincial DSACR competencies:

- Archives other than national archives;
- Libraries other than national libraries;
- Museums other than national museums;
- Provincial cultural matters;
- Provincial recreation and amenities; and
- Provincial sport.

Part B of the same schedule lists the competencies in which the provincial DSACR has a role in supporting and monitoring local government:

- Amusement facilities;
- Local amenities;
- Local sports facilities, markets, municipal parks and recreation facilities.

4.2 NATIONAL AND PROVINCIAL LEGISLATIVE MANDATES

The Constitution provides a broad mandate; whilst the national, provincial legislation and policies give effect to how the constitutional mandate should be implemented. Table 1 below provides a list of national and provincial legislation and policies that inform the departmental mandate, as well as their relevance to the department:

TABLE 1: LIST OF NATIONAL AND PROVINCIAL LEGISLATIVE MANDATES RELEVANT TO SACR

ACT	RELEVANCE TO DSCAR MANDATE
CULTURAL AFFAIRS:	
National Arts Council Act, 1997 (Act No. 56 of 1997)	Ensures the promotion and co-ordination of arts.
South African Geographical Names Council Act, 1998 (Act No. 118 of 1998)	Facilitates the establishment of Provincial Geographic Names Committees to transform and standardise geographical names.
Pan South African Language Board Act, 1995 as amended (PANSALB) (Act No. 59 of 1995)	Facilitates the establishment of a Provincial language Committee for Language Policy and development
National Heritage Council Act, 1999 (Act No. 11 of 1999)	Outlines the roles and responsibilities of the Council with regard to heritage development and promotion at national, provincial and local government level
National Heritage Resources Act, 1999 (Act No. 25 of 1999)	Facilitates the establishment of a Provincial Heritage Resources Agencies (PHRA) and a Local Heritage Resource Agency (LHRA) that must ensure good management of Grade I and Grade II heritage resources, and heritage resources that are deemed to be provincial and local competences, respectively
Gauteng Heritage Resources Regulations (Jan 2003, Notice 103 of 2003, Volume 9, No 4)	Regulates the work of the Provincial Heritage Resources Authority – Gauteng
Cultural Institutions Act, 1998 (Act No. 119 of 1998)	Governs museums and cultural institutions under the control of Councils and establishes a National Museums division
Heraldry Act, 1962 (Act No. 18 of 1962)	Regulates and governs the use and protection of Heraldry
Culture Promotion Amendment Act, 1998 (Act No. 59 of 1998)	Provides for the preservation, development, fostering and extension of culture in the republic by planning, organising, coordinating and providing facilities for the utilisation of leisure and for non-formal education; for the development and promotion of cultural relations with other countries
National Film and Video Foundation Act, 1997 (Act	Provides for the development and promotion of the film and video industry

ACT	RELEVANCE TO DSCAR MANDATE
No. 73 of 1997)	
Gauteng Arts and Culture Council Act (Act No. 11 of 1998)	Provides for the establishment of the Gauteng Arts and Culture Council (GACC) which assists in developing and promoting arts and culture in Gauteng and advises the MEC on the disbursement of grant-in-aid to artists, cultural workers and students within the arts and culture sector
SPORTS AND RECREATION:	
National Sports and Recreational Act (No. 110 of 1998, as amended in 2007)	Defines the supportive role of the Sport Commission in relation to the Province and provides guidelines on how the MEC can intervene in issues affecting sport and recreation and relationship with South African Sports Confederation and Olympics Committee (SASCOC)
LIBRARIES, INFORMATION AND ARCHIVAL SERVICES:	
National Council for Library and Information Services Act (Act No. 6 of 2001)	Advises the National Minister of Arts & Culture, which may have an impact on Provincial functioning
National Archives and Record Services of South Africa Act (Act No. 43 of 1996)	Provides for the establishment of a Provincial Archival and Records Management system
The Legal Deposit Act (Act no. 54 of 1997)	Prescribes the compulsory submission of all published information to the official legal depository libraries
National Library for the Blind Act (Act No. 91 Of 1998)	Provides for the provision of access to information and government services to people with impaired vision, who can read Braille
The Gauteng Library and Museum Service Ordinance (1982), as amended by the Gauteng General Law Amendment Act (Act 4 of 2005)	Provides the legislative mandate for the establishment of Provincial Library and Museum Services
The South African Public library and Information	Ensures consistency in the delivery of public library and information

ACT	RELEVANCE TO DSCAR MANDATE
Services Bill, 2012	services; puts measures to ensure redress of the inequalities in the provision of public library and information services; and provides principles, norms and standards for the provision of public library and information services
Gauteng Archives and Records Services Act (Act 5 of 2013)	Provides the legislative mandate for the establishment of archival and records management services
GENERIC NATIONAL GOOD GOVERNANCE LEGISLATION:	
<ul style="list-style-type: none"> • Public Service Act, 1994, as amended • Public Finance Management Act (PFMA), 1999 • Promotion of Access to Information Act, 2000 • Promotion of Administrative Justice Act, 2000 • Skills Development Act, 1998 • South African Qualifications Authority Act, 1995 • Public Service Regulations, 2001, as amended • Labour Relations Act, 1995, as amended • Basic Conditions of Employment Act, 1997 • Employment Equity Act, 1998 • Occupational Health and Safety Act, 1993 • Preferential Procurement Policy Framework Act, 2000 • Broad Based Black Economic Empowerment Act, 2003 • Companies Act, 1973 • Building Regulations • Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005) 	

4.3 NATIONAL AND PROVINCIAL POLICY MANDATES

DSACR is guided by several national and provincial policy mandates amongst which are:

- The Competitive Sport Strategy outlines the following interventions as critical focus areas:
 - Attracting and hosting major events and talent identification;
 - Economic growth stimulation and high performance sport;
 - Positioning Gauteng as the home of competitive sport, with quality sporting facilities that are accessible to everyone in the province.
- The Gauteng Integrated Sports Development Strategy which aims to
 - Ensures that the Gauteng Provincial Government invests in and supports the sector in promoting access, equity and redress.
 - Fosters the necessary co-operation, partnership and integration between all spheres of government; relevant line function departments; as well as other sectors of society and target or benefit communities.
- The Revised White Paper on Arts, Culture and Heritage compels government to make an impact on economic growth, social and cultural development and tourism through targeting the development of the cultural industries.
- The National Language Policy Framework - 2003 is fundamental to the management of our diverse language resources and the achievement of government's goal to promote democracy, justice, equity and national unity. The promotion of all the official 11 languages of our country, as provided for in the Constitution, takes centre stage in the policy framework.
- The Revised White Paper on Sports and Recreation emphasise that an increased and focused commitment and participation at all levels of sport in order to reap the socio-economic benefits. It also outlines the interdependencies necessary for the smooth implementation of a system with clear definitions of authority, responsibility and accountability combined for the advancement of sport and recreation.
- South African Sports Academies Strategic Framework and Policy Guidelines, 2013, which outlines the implementation of a coordinated Academy System in the Country.
- National Sport and Recreation Plan
- Gauteng Sport Policy and Sport Plan which focuses on streamlining the overall provision of sport in Gauteng under the leadership of SACR, in compliance with constitutional mandate and obligations; and in partnership with all other role-players.
- The South African Coaching Framework which creates an effective, inclusive, cohesive and ethical coaching system that promotes transformation and excellence in an active and winning nation.
- The Creative Industries Development Framework aims to
 - Develop the creative industries to maximise their contribution to economic growth, community development and urban regeneration.

- provide a coordinating framework for investment and implementation of the creative industry programs in the province; and
- Align creative industries activities with the Gauteng Growth and Development Strategy.
- The Gauteng Employment, Growth and Development Strategy has a direct relevance to the Department of Sport, Arts, Culture and Recreation. It reflects the Gauteng Provincial Government’s commitment to ensure socio-economic growth and development which can be monitored and evaluated in terms of socio-economic transformation, good governance, accountability and transparency. The strategy includes increased government support and investment to targeted economic growth sectors of which some
- The Gauteng Provincial Language Policy framework provides broad guidelines for the implementation of a system of functional multilingualism.
- The Gauteng Library and Information Services Policy provide the legal and operational framework for the rendering of library and information service.
- The Gauteng Archives and Records Services Policy provides for the preservation and making accessible of archival records of the province.
- The South African Library and Information Transformation Charter provide the policy for the transformation of the library and information services sector.
- The Gauteng Social Development Strategy confirms the clear connection between social and economic development, as well as the fact that social development interventions can promote people’s capacity to engage in productive and meaningful economic and social activities. This strategy has been embraced by the Department with the launch and training of Community Development Workers. This is to further the implementation of the HIV/Aids programme that is aimed at people living with Aids.
- Generic Good Governance Policy Frameworks:
 - South African National Policy Framework for Women Empowerment and Gender Equality: December 2000;
 - White Paper on Transforming Public Service Delivery (Batho Pele White Paper);
 - National Development Strategy;
 - National Youth Policy Development Framework: 2002 – 2008;
 - National Programme of Action for Children Framework (NPA): 1996.

4.4 RELEVANT COURT RULINGS

Not applicable

4.5 PLANNED POLICY INITIATIVES

In this five-year term, the Department will review the relevance of the current policies, strategies and frameworks to ensure alignment to the priorities of the 5th Administration. Both the current and planned policy initiatives will be responsive to Transformation, Modernisation and Reindustrialisation (TMR) of the Gauteng City Region. Table 2 below lists the planned policy initiatives:

TABLE 2: DEPARTMENTAL PLANNED POLICY INITIATIVES PER PROGRAMME

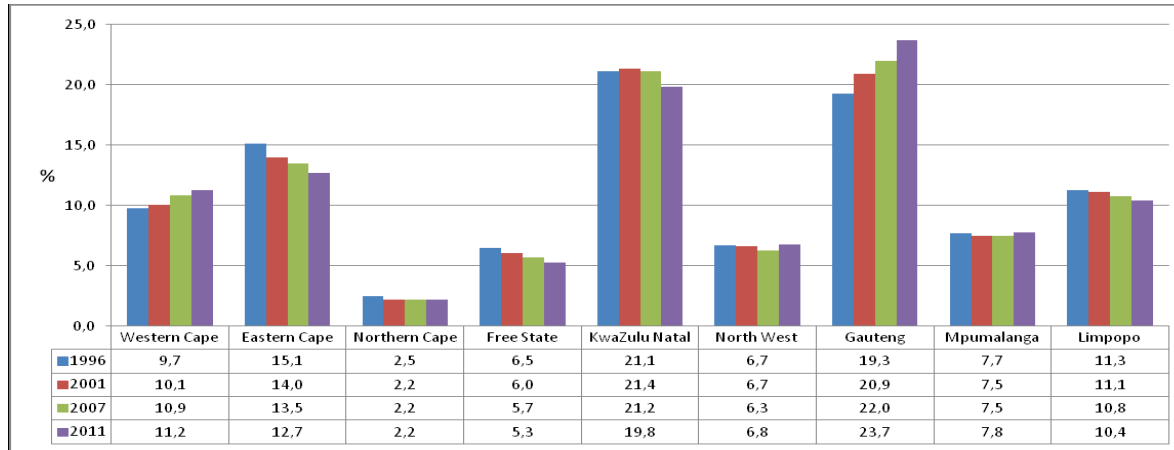
No.	Programme	Planned Policy Initiatives
1	Administration	<ul style="list-style-type: none">• None
2	Cultural Affairs	<ul style="list-style-type: none">• Museum Regulations and Language Regulations
3	Library Information System	<ul style="list-style-type: none">• Library Norms and Standards, Library Standard By-Laws, LIS Regulations, Archives Regulations,
4	Sport and Recreation	<ul style="list-style-type: none">• Provincial Sport Bill• Bidding and Hosting Strategy

5. SITUATIONAL ANALYSIS

A great deal of progress has been made since 1994 to unite the South African society and address the apartheid spatial patterns to create opportunities for sharing of space across race and class through Sport, Arts, Culture and Recreation. Poverty and degradation exist side by side within modern cities and a developed economy, industrial and commercial infrastructure. The country's income distribution remains racially distorted and our country ranks as one of the most unequal society in the world. It has the highest Gini-coefficient of 65.0. Besides being the most unequal, this society is also characterised by abject poverty and high unemployment.

The Sport, Art, Culture and Recreation have capacity to accelerate economic and social transformation. The SACR sector plays a critical role in the promoting preventative health, well-being, while building a new social movement to fight against social crime, and also to support safe, secure and sustainable communities. According to GCRO 2011, the Gauteng City Region (GCR) is the smallest in terms of land mass, but accounts for 22% (11.2 million inhabitants) portion of the population, contributes (about 34%) to one-third of national GDP. Table 1 below shows the population distribution by province. This table clearly shows that the largest increase in percentage share of population is in GCR while other provinces show a marked decrease and/or no change since 2007.

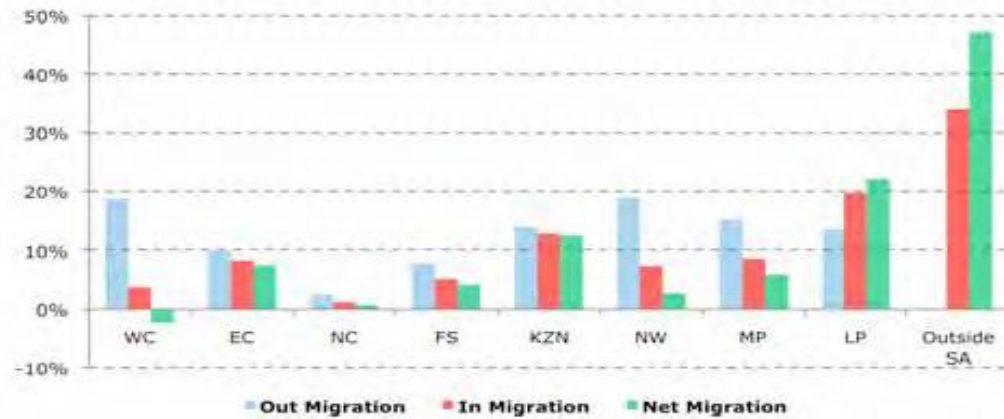
FIGURE 1: % DISTRIBUTION OF TOTAL POPULATION BY PRONVINCE



Source: Stats SA 2013

Figure 2 above, illustrate that the GCR, followed by the Western Cape, remains the province attracting the highest number of migrants from other provinces. The high economic activities in these two provinces justify the high inflow, as people tend to move in search for greener pastures. The EC, LP, KZN show the biggest losses respectively, this is where most people migrate from into the GCR. Thus people move, to industrialised provinces of Gauteng in pursuit for better opportunities, be it education or employment. Figure 3 above, shows the shares of in-, out- and net-migration in Gauteng between 2001 and 2011. The majority of people who migrated into Gauteng were from outside the country (33.8%).

FIGURE 2: SHARE FOR MIGRATION FOR GAUTENG 2001-1011



Source: Stats SA 2013

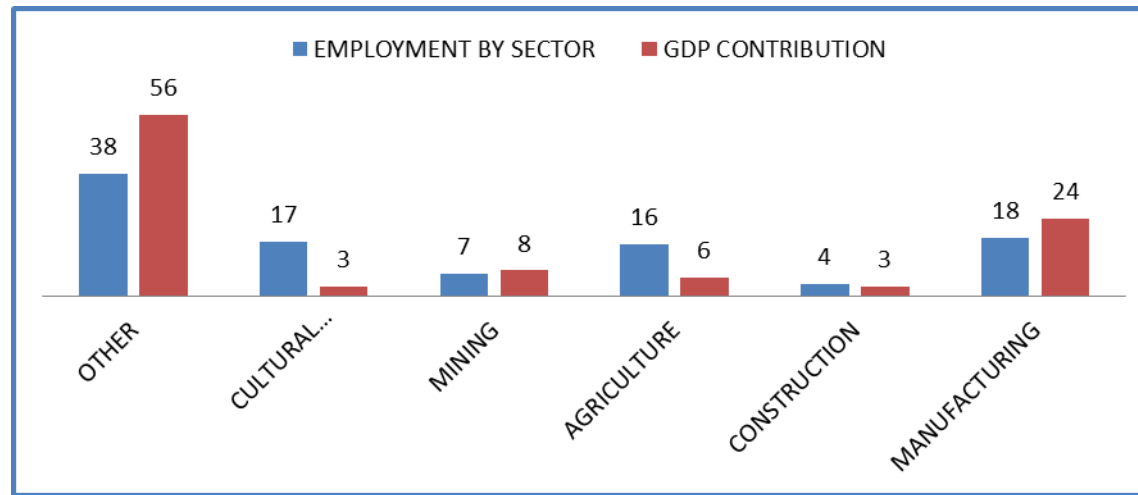
Most migrants to the GCR are attracted mainly by possible economic and/or study opportunities offered by the GCR. However, their hopes and aspirations are soon shattered by the high unemployment rate of 25.6% Quality of Life Survey 2013(QoL). This has all sorts of implications for social cohesion. The lack of economic opportunities creates tensions amongst communities as they scabble for scarce and limited resources. In such situation people begin to look for reasons to exclude and eliminate others as they compete for limited opportunities, this one of the ways through which Xenophobic attacks originates. Unemployment, the seemingly large numbers of foreign nationals in the GCR, are some of the key drivers of dissatisfaction as cited by the 2013 QoL Survey. For the GCR to become the envisioned city taking the lead in the Africa’s new industrial revolution, social cohesion is a necessary precondition. It therefore becomes momentous to build on those issues that the people of the GCR have in common and systematically address those that divide us.

The GCR is the growth engine of the country, for every additional 1% growth in population in the province, 1.6% is added to its contribution to national growth, resulting in higher productivity than in other parts of the country. The province is the most diverse socially and economically, with the sport and cultural industries sector, each contributing at least 2.1% to the country’s GDP. This is almost on par with the agricultural sector at 2.8% and the Tourism sector at 3%, with the tourism sector inclusive of both sport and cultural industries as illustrated in table 2 below.

Nevertheless, the city-region’s growth potential is constrained by deep socio-economic challenges, including high unemployment and low

productivity growth. Its rapid demographic and economic development has also reinforced the spatial segregation instituted under apartheid. Whilst a lot of work has been done to unite the country, towns and cities remains divided perpetuating challenges of racism, xenophobia and social and economic exclusion.

FIGURE 3: EMPLOYMENT & GDP CONTRIBUTION BY SECTOR



Source: The Gauteng Creative Mapping Project: mapping the creative industries in Gauteng: 2008

In the last administration period, SCAR undertook an increasing number of projects and programmes primarily aimed at skills development, encouraging community participation, dialogue and interaction among the Gauteng communities. These efforts were undertaken primarily to promote social cohesion and address the challenges faced by the province of social and economic exclusion in a holistic manner. The DSACR is thus strategically positioned and has the capacity to accelerate social transformation by promoting social cohesion and nation building in Gauteng. This will be achieved through escalation of projects and programmes it will roll-out in the next five years.

In keeping with the integrated approach to community transformation, modernisation and development, DSCAR has positioned itself to deliver services in the communities in an integrated manner. The mass participation programme will thus render integrated sport, recreation, arts and cultural services within communities through the five cluster offices in 27 hubs. The hubs, which are strategically positioned in line with geographical municipal service delivery regions, will utilise all facilities including multi-purpose community centres

for this purpose. To increase access to these services, the current 27 “hubs” will be progressively increased through the establishment of the satellite hubs for accessibility.

In the next five years, DSACR aims to transform the delivery of sport, arts, culture and recreation by ensuring equitable access, development and excellence at all levels of participation, thereby improving social cohesion, nation building and the quality of life of all in Gauteng. Physical infrastructure for sport and recreation to enhance and promote a healthier lifestyle amongst communities will be prioritised. Operation Mabaleng is a new flagship project that aims to address the shortage of sporting facilities in some depressed and deprived communities served thereby encouraging and increasing participation in sports. At least ten Operation Mabaleng infrastructures will be established to reach out to as many inactive and deprived townships; informal settlements and rural areas through sport activities such as Football, Netball, Cricket and other sporting codes. This infrastructure development will be undertaken in close collaboration and partnership with local municipalities and the private sector. A well-functioning, active sporting and creative Gauteng, with sound infrastructure, access to facilities and programmes of identifying and nurturing young talent is not only important to GCR but is pivotal in South African sporting and economic success.

In discharging its mandate in line with the Transformation, Modernisation, and Re-industrialisation imperatives, DSACR will implement Mzansi Golden Economy Strategy with a renewed sense of urgency as a visible and tangible evidence of how the arts, culture and heritage contribute to social cohesion and nation building through economic development and job creation. To this end, DSACR will continue to consolidate and show-case our diverse cultural and artistic vibrancy through the annual Gauteng Carnival, a new project, the Gauteng Creative Industries Fair will be launched. These flagship programmes, which form a solid platform for social cohesion and nation building, will assume an international character. Both these programme will take the lead in Africa’s new industrial revolution and radically transform the province’s economy by actively creating job opportunities and supporting SMMEs.

The arts and culture sector is generally fragmented and to a large extent skewed with regards to available economic opportunities. There is need to invest in and consolidate critical skills development at all levels of the sector. A concerted effort to address sector skills development will catapult in the creation of broader participation in the creative and cultural industries. The Department will significantly up-scale skills development for the GCR economy in partnership with SACR sector, the SETAs and other partners. It will support training to enhance capacity, skills and technical expertise in the sector to increase the pool of already trained cohort of Sport, Arts, Culture and Recreation graduates. In particular, skills development will up-skill educators and volunteers to implement school sport programmes, increase the number of water safety instructors to ensure that the young and old are water safe and reduce the number of

unnecessary drowning, provide bursaries for library science, archival and record management, visual and performing arts to strengthen the sector. Furthermore, the department will expand opportunities for youth by encouraging their active involvement in all the planned interventions. Opportunities for internships, learnerships will be prioritised to ensure that the youth gain work experience in the sector, in implementing construction projects, the EPWP will be rolled out per incentive Grant Allocation to provide opportunities for school sports assistants, water safety instructors, cultural officers, library assistants to prepare them for gainful participation in the economy of the GCR. To this end, DSACR will support partnership opportunities for education, skills transfer and measure the impact of the sector to accelerated social and radical economic transformation in the GCR.

Community libraries are embedded in the Gauteng knowledge economy and have a critical role to support learning opportunities, facilitate lifelong learning, complement formal education systems and increase learning capacities of local communities. To expand these opportunities, the draft norms and standards for libraries in Gauteng will be finalised. These will provide a framework which ensures universal access to library services in line with population size, expanding community-based infrastructure, staffing levels and skills, ICT and ideal per capita visits per annum. Therefore, DSCAR will continue to collaborate with all the local municipalities in order to redirect resources to recapitalise under-resourced libraries. Where no infrastructure exists, alternative means of construction and delivery of libraries will be explored in partnership with municipalities which have capacity. A repository of the provinces identity will be preserved and made accessible to the communities through the Provincial Archive Centre.

At the centre of ensuring efficient and effective service delivery, a key factor is strengthened inter-governmental relations with all spheres of government. DSACR will solidify collaboration within the Gauteng Provincial Government, local government and national government to enhance integrated planning and service delivery. In this term of office, there will be extensive consultations and engagements with all sectors of society and the process of community participation will be improved.

The mandate of the 5th administration is to elaborate and give practical and programmatic effect to the meaning of radical change. There is urgency to bring about radical economic and accelerated social transformation that will improve the lives of the GCR community

5.1 Performance Environment

The Department plays a critical role in harnessing social and economic growth capitalising on the provinces unique conditions and position. The SACR performance data indicates that to a large extent, it has achieved its set two-fold objectives for the previous

term of office. The two-fold objectives contributed to the promotion of social and economic inclusion through increased participation in sport, arts, culture and recreation as well as increased contribution of sport and creative industries to the provinces economy. This was largely due to the following enabling factors/driving forces:

- Executive level focus on and support for the attainment of the defined MTSF Outcomes
- Capacitated department with skilled staff members leading key programmes
- Effective systems of internal control and governance structures
- Legacy investment on sporting infrastructure
- Increased funding of infrastructure development (e.g. Libraries, etc.)
- Availability of grant funding sources

Despite the progress cited above, there are still areas of improvement. To an extent, performance was hindered by the following factors/restraining forces:

- Lack of capacity to institutionalise sporting excellence in previously disadvantaged schools;
- Lack of entrenched multilingualism and resources for digital language and multilingual content;
- Increased inward migration in the province and high incidence of intolerance (e.g. Xenophobia);
- Global economic slowdown and slow ability of the economy to create jobs;
- Heavily funded emerging regressive cultural trends (e.g. “Phuza Thursday”);
- Inability to develop and leverage collaborative relationships with organized media and business; and
- Rapid changes in technological advancement

To gain further insight into the DSACR’s internal strengths and weaknesses, perceived and real, executive and senior management provided information as listed below:

TABLE 3: SWOT ANALYSIS

Category	Strengths	Weaknesses
Leadership	<ul style="list-style-type: none"> • Enabling legislative environment • Clarity of direction • Enforcement of compliance 	<ul style="list-style-type: none"> • Silo mentality (Communication)

	<ul style="list-style-type: none"> • Communication within the organisation and resolution of issues effectively • Conducive working relationships with key stakeholders 	
Organisation	<ul style="list-style-type: none"> • Strong event management capability • Strong performance and financial reporting systems 	<ul style="list-style-type: none"> • None alignment of structure to strategy • Lack of integration with function
Client and stakeholder focus	<ul style="list-style-type: none"> • Understanding of needs • Partnering with external organisation • Regular communication • Mobilisation of communities • Regular monitoring of performance 	<ul style="list-style-type: none"> • Lack of integrated plans • Poor industry collaboration and engagement with PPPs • Increasing population numbers
People and culture	<ul style="list-style-type: none"> • Financial reporting • Training and development 	Data verification
Processes and systems	<ul style="list-style-type: none"> • Performance monitoring and measuring of processes and systems • Internships and learnerships • Ability to deliver with limited resources (do more with less) • Improved vacancy rate 	<ul style="list-style-type: none"> • Over expectation from staff which could impact morale • Staff not in areas of their competencies: i.e. misplaced • Lack of management information system to harness DSACR knowledge

5.2 Organisational Environment

In the past years, the DSACR has made a concerted effort to ensure that its structure is aligned to its strategy, and that the department's strategic and operational plans remain relevant and responsive to the political mandates and the community needs that emerge over time. Thus the integrated service delivery model of Sport, Art, Culture and Recreation in the province is managed through a two tier approach with a Provincial Head Office housing the administration of the department and the Regional offices interfacing with the communities at an operational level. There are five cluster offices and 27 hubs. In order to maximise efficiencies, the 27 hubs are modelled along municipal service delivery regions in order to deliver timeous and informed integrated services in respective communities. The service delivery model will ensure that officials are working on the ground in the respective communities; responding timeously to service delivery complaints, constantly building and maintaining trust as well as partnership between government and communities. DSCAR will continue to work closely with local municipalities to ensure delivery of synergistic and seamless service delivery. The department will be intensifying service delivery to communities by establishing 27 Satellite Hubs as part of the focused service deliver to cluster of wards with clear bias to minority groups as per the EXCO Resolution.

The DSCAR revised its organisational structure in the last term of office in an effort to ensure that the department is adequately and appropriately resourced. With the new term of office, the department has new mandates and has aligned its programs in response to community needs and the ever growing Gauteng population. As such, the organisational capacity of the DSACR will be reviewed to ensure that it is appropriate to deliver on the mandate of the fifth term administration, its vision, mission and strategic goals. During this term of office, the department will seek to establish and resource directorates like the Archives Directorate as well as consolidate and streamline its delivery arms in programmes two, three and four. There will be a renewed holistic focus on libraries with emphasis on not only providing access through new libraries built, but ensuring that the libraries are appropriately resourced and are operationalised. In Program two the emphasis will be on growing our foot print in the communities and ensuring that we make tangible social and economic contribution to those communities as per TMRs.

In line with the Gauteng Provincial Government priorities, the Gauteng Film Commission (GFC), an entity of DSCAR, will be re-configured into a Creative Arts Agency to support and contribute to the growth of the Gauteng Film and Creative Industry. The Commission is in the process of finalising and re-aligning its organisational structure that will ensure that there is adequate capacity to meet its mandate and deliver on its programmes. Parallel to the Film and TV support role, the GFC will be working towards reinventing itself in establishing an all-encompassing agency for creative industries to create and maximise value for the sector.

Below is the graphical representation of the Departmental organisational environment.

DEPARTMENT OF SPORT, ARTS, CULTURE & RECREATION

MEC

GFC

**MONITORING &
EVALUATION**

HOD

COO

TOTALS: 496
FUNDED POSTS: 496
UNFUNDED POSTS: 0

COORPORATE SERVICES CHIEF DIRECTORATE

D: ADMINISTRATION & FACILITIES MANAGEMENT
 D: INFORMATION TECHNOLOGY
 D: LEGAL

CHIEF DIRECTORATE COMMUNICATION

D: STAKEHOLDERS MANAGEMENT & MEDIA LIAISON
 D: CORPORATE COMMUNICATIONS & MARKETING

HUMAN CAPITAL CHIEF DIRECTORATE

D: HUMAN CAPITAL ADMIN PLANNING & DEVELOPMENT
 D: HUMAN RESOURCE DEVELOPMENT

STRATEGIC SUPPORT CHIEF DIRECTORATE

D: STRATEGIC PLANNING & PERFORMANCE REPORTING
 D: AUDIT & RISK MANAGEMENT
 D: POLICY, RESEARCH & KNOWLEDGE MANGEMENT
 D: GEYODI
 D: COMPLIANCE

OFFICE OF THE CFO

D: SUPPLY CHAIN MANAGEMENT
 D: MANAGEMENT ACCOUNTING
 D: FINANCIAL ACCOUNTING

CULTURAL AFFAIRS CHIEF DIRECTORATE

D: CREATIVE ARTS
 D: HERITAGE, MUSEUMS, GEOGRAPHIC NAMES & LANGUAGE
 D: CREATIVE INDUSTRIES
 D: LIBRARY AND ARCHIVAL SERVICES

SPORT & RECREATION CHIEF DIRECTORATE

D: MASS PARTICIPATION & TALENT IDENTIFICATION
 D: SPORT DEVELOPMENT & CO-ORDINATION
 D: COMPETITIVE SPORT
 D: SCHOOL SPORTS

INTERGOVENMENAL RELATIONS AND PARTNERSHIPS CHIEF DIRECTORATE

D: SPECIAL PROJECTS
 D: IGR & STRATEGIC PARTNERSHIPS

5.3 Description of the Strategic Planning Process

The election of the 5th Administration heralded a new mandate to elaborate, give practical and programmatic effect to the meaning of radical change. It entails a new sense of urgency and a radical shift in both in form and content of service delivery in GCR, with an emphasis on transformation, modernisation and reindustrialisation as announced by the Premier in his State of the Province Address on 27 June 2014 and reiterated on 23 February 2015. In order to give effect to the priorities of the 5th Administration required a review of the current status and visioning towards 2020 and beyond consistent with the NDP.

The Department undertook a strategic planning process to review the past and plan the future keeping in mind the need for a radical change in priorities that characterise the mandate of the this administration. To this end, the Department conducted a strategic planning process to re-visit the strategic plan and programmes delivered in the previous term of office 2009 – 2014. The Department began to chart a way-forward for the new term 2015-2020 in an inclusive, broad-based phased-in approach. The process leading towards the planning retreats involved all staff, to ensure that there was clarity and internalisation of the TMRs. The planning process was a joint process undertaken with the Gauteng Film Commission, an entity of the department. It commenced with the analysis of the government mandate then followed by sector consultations and pre-retreats. The latter consultations and retreats were conducted to ensure input from the sectors is integrated into the final plan. Feedback from these pre-retreats was consolidated into the discussion documents and presentations at the two Departmental Strategic Planning Retreats, the first held from 21 to 23 July 2014 and the final one held on 11 and 12 February 2015.

The planning process reflected strongly on this mandate and aim, and has equally sought to respond to the State of the Nation Address and the State of the Province Address. The later adopted a Ten-pillar Programme aimed at radically transforming, modernising and re-industrialising Gauteng over the medium and long term. The sessions also reflected strongly on the TMR Programme, Medium Term Strategic Framework (MTSF), which outline the strategic priorities for government.

The sessions confirmed priorities over the medium-term, their relevance and alignment to the broader priorities of the government. It determined the Medium Term Strategic Outcome Oriented Goals, Strategic Objectives and Key Performance Indicators (KPI) as well as key flagship projects to be implemented over the term. The sessions provided an opportunity to further reflect and streamline programmes to respond to the TMR Programme. The revised vision, mission, strategic goals and objectives were confirmed and provided a foundation for the completion of the strategic plan and the 2015/16 Annual Performance Plan.

6. STRATEGIC OUTCOME ORIENTED GOALS

The Gauteng Provincial Government (GPG) is strongly committed to radical transformation as mandated by priorities of the 5th Administration. This dispensation is characterised by bold thinking and decisive action to completely eradicate the social, economic and spatial legacy of apartheid and colonialism. The GPG as a people centred and activist government is further committed to deliver efficient and effective services in Gauteng.

The operationalisation of the National Development Plan Vision 2030 is the GPG TMR programme based on the Ten Pillars and Game Changing Interventions. This programme has a particular focus on transforming, modernising and re-industrialising the GCR. It is based on the four transformation; the four modernisation and the two re-industrialisation pillars. Thus the Department's Strategic Outcome Oriented Goal informed by the TMR gives expression from its mandate, vision and mission. In the main, DSACR accounts for all ten pillars in the TMR with exception of Pillar 7. See table below listing the priorities:

TABLE 4: TMR PROGRAMME

No	Key Theme	Pillar
1.	Transformation	Radical economic transformation
2.		Decisive spatial transformation
3.		Accelerated social transformation
4.		Transformation of the state and governance
5.	Modernisation	Modernisation of the public sector
6.		Modernisation of the economy
8.		Modernisation of human settlements and urban development
9.	Re-Industrialisation	Re-industrialisation of Gauteng province
10.		Taking the lead in Africa's new revolution

The DSACR, as part of the GPG Social cluster will pay particular attention on strategic pillars one and three which focus on radical economic and accelerated social transformation aimed at radically transforming, modernise and reindustrializing Gauteng over the next 5-15 years. As indicated above, the TMR also permeates and practicalise the NDP's outcomes-based approach.

The DSACR has reflected on its role as a “lead Department” against **Outcome 14: Transforming society and uniting the country**. The department will lead and coordinate Outcome 14 and contributes significantly to the TMR. A recurring theme emerging from the discourse on the role of the DSACR in support of the provincial priorities is that the department should be increasingly activist, interventionist, people-centred and developmentally focused in its service delivery approach.

Hence this strategic plan provides a comprehensive road map of the decisive radical economic and social transformation contribution that DSACR will make and the plan to achieve the outlined outcomes. The strategic outcome oriented goals of the DSACR are derived from an response to the provincial outcomes, an analysis of the environment, the key challenges and the strategic issues that the department should address, and are aligned to both national and provincial strategic priorities. Below is a summary of the alignment between the TMR, NDP, and DSCAR strategic goals.

The following reflect the Strategic Outcome Oriented Goals of the DSACR and their link to Gauteng Outcomes and Ten Pillars Transformation, Modernisation and Re-industrialisation:

1. Transformed, modernised, sport and cultural landscape which contributes to social cohesion and nation building
2. Gauteng economically transformed through creative industries
3. Gauteng economically transformed through the business of sport
4. Develop, transform, promote, modernise and sustainable library, information and archives services
5. Capable and activist administration which contributes to a modern developmental state in order to promote good governance

Strategic Goal 1	Transformed, modernised, sport and cultural landscape which contributes to social cohesion and nation building
Goal Statement	Develop and nurture of young sport and artistic talents which will assist in ensuring a pool of talented people for competitive and major events which will contribute accelerated social transformation Preserve heritage resources including the promotion of national days and symbols, commemoration of heroes and heroines of liberation struggle to ensure inclusivity of all races and promote the sense of belonging to all citizens of Gauteng.
Links to the TMR Programme	Accelerated social transformation
Links to Outcomes	Outcome 14: Transforming society and uniting the country Outcome 1: Quality basic education Outcome 2: A long and healthy life for all Outcome 3: All People in South Africa are and feel safe Outcome 5: Skill and capable workforce to support an inclusive growth path

Strategic Goal 2	Gauteng economically transformed through creative industries
Goal Statement	Host and support arts and cultural events which will contribute to the creation of decent jobs, thereby growing an inclusive economy
Links to the TMR Programme	Radical Economic Transformation; Accelerated social transformation, Modernisation of human settlements and urban development, Modernisation of the public sector and Re-industrialisation of Gauteng province.
Links to Outcomes	Outcome 14: Transforming society and uniting the country Outcome 1: Quality basic education Outcome 2: A long and healthy life for all Outcome 3: All People in South Africa are and feel safe Outcome 5: Skill and capable workforce to support an inclusive growth path

Strategic Goal 3	Gauteng economically transformed through the business of sport
Goal Statement	Host and support competitive and major sport which will contribute to the creation of decent jobs, thereby growing an inclusive economy
Links to the TMR Programme	Radical Economic Transformation; Accelerated social transformation, Modernisation of human settlements and urban development, Modernisation of the public sector and Re-industrialisation of Gauteng province.
Links to Outcomes	Outcome 14: Transforming society and uniting the country Outcome 1: Quality basic education

	Outcome 2: A long and healthy life for all Outcome 3: All People in South Africa are and feel safe Outcome 5: Skill and capable workforce to support an inclusive growth path
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Strategic Goal 4	Develop, transform, promote, modernise and sustainable library, information and archives services
Goal Statement	To provide effective library support services by establishing and maintaining community libraries which will result in a culture of reading and lifelong learning; and also to achieve the broad imperatives of socio-economic development in Gauteng communities. To provide and make accessible the archival records to preserve the history and memory of the Province.
Links to the TMR Programme	Radical Economic Transformation; Accelerated social transformation; Modernisation of human settlements and urban development and Modernisation of the public sector.
Links to Outcomes	Outcome 14: Transforming society and uniting the country Outcome 1: Quality basic education Outcome 2: A long and healthy life for all Outcome 3: All People in South Africa are and feel safe Outcome 5: Skill and capable workforce to support an inclusive growth path

Strategic Goal 5	Capable and activist administration which contributes to a modern developmental state in order to promote good governance
Goal Statement	A modernised developmental department of the state subscribing to good governance legislation and practices to ensure effective, efficient and economic use of resources
Links to the TMR Programme	Accelerated social transformation; Transformation of the state and governance and Modernisation of the public sector
Links to Outcomes	Outcome 14: Transforming society and uniting the country Outcome 1: Quality basic education Outcome 2: A long and healthy life for all Outcome 3: All People in South Africa are and feel safe Outcome 5: Skill and capable workforce to support an inclusive growth path

In turn, each of the four Strategic Outcome Oriented Goals of the DSACR has been unpacked into Strategic Objectives which outline the focus areas or elements which constitute each strategic goal. The focus is on ensuring that the specified goals can be detailed in a specific and measurable manner. The details of the programmes and outputs of the DSACR are defined in the Annual Performance Plan, and further elaborated in departmental business plans and performance agreements.

PART B: STRATEGIC OBJECTIVES

7.1. PROGRAMME 1: ADMINISTRATION

The aim of the Administration Programme is to first and foremost provide political and strategic direction and also to support the organisation through financial management, supply chain management; risk management, legal services, human resource, communications, information technology, office admin and facilities management and policy development, research and strategic planning support. It also supports the co-ordination of the provincial commemoration of the National Days in Gauteng, as well as the development, upgrading, management and refurbishment of sport, recreation, arts, culture and library facilities, in collaboration with local and national government, the private sector and communities.

The Programme is led by the Head of Department. It primarily contributes to SACR Strategic Goal 6: “To contribute towards the developmental state and good governance”, but through this transversal support, the Programme contributes to all SACR Strategic Goals.

Administration sub-programmes

The programme comprises of the following sub-programmes: Corporate Communications, Events Management and marketing; Stakeholder Management, Human Resource Administration, Management and Development; Office Administration and Facilities Management; Information Technology; Legal Services; Audit and Risk Management; Financial Management and Financial Accounting; Supply Chain Management; Strategic Planning and Performance Reporting; Monitoring and Evaluation; Gender Youth and Disability; and Research Policy and Knowledge Management; Intergovernmental Relations and Strategic Partnerships and Special Projects.

7.1.1. Administration Strategic Objectives

Strategic Objective	Objective Statement	Baseline	Justification	Links
Provide innovative and integrated strategic support services	This objective will ensure that the Department is able to deliver and implement its core functions, programmes and projects through the provision of support services in the areas of Corporate Services, Communications, Financial Management, Human Resource Management, Information and Communication Technology, Inter-Governmental Relations and Partnerships and Strategic Planning, Reporting and Monitoring and Evaluation Services	<ul style="list-style-type: none"> • SACR Departmental Communication Strategy implemented • 100% compliance with financial and supply chain management prescripts • The departmental human resource plan implemented (the department has 428 employees, 260 contractors, 39 interns) • IGR Forums hosted, Exchange of information/best practice with international partners and Sponsorship/ Partnerships raised to increase impact of SACR's programmes • 100% compliance with performance management prescripts 	It will contribute towards the realisation of pillar 4 on transformation of the state and governance, outcome 5: capable and skilled workforce and outcome 12: An efficient, effective and development oriented public service	GPG 2014-19 Medium Term Strategic Framework (Government Outcomes) and the Provincial TMR programme.

7.1.2. Resource Consideration

7.1.2.1. Expenditure Trends

Programme expenditure increased from R95.8 million in 2011/12 to R119.3 million in 2013/14. The reason for the increase was filling of vacancies in line with the recruitment plan of the Human Resource Department to capacitate the Department as new strategies are adopted.

Expenditure on compensation of employees increased by R17 million from R45 million in 2011/12 to R62 million in 2013/14 as a result of the implementation of the new recruitment plan initiated by the department. The expenditure on goods and services decreased by 2% during the period 2011/12 to 2013/14, this is due to the movement of commemorative days to programme 2 and the implementation of cost cutting measures. The increase of R5.2 million from R38.9 million in 2015/16 to R44.1 million in 2017/18 is due to inflation adjustments and the reprioritising of funding to core functions.

The significant increase of R6.5 million in the expenditure on payments for capital assets, from R2.2 million in 2011/12 to R8.7 million in 2013/14, is due to the procurement of new information technology equipment to make provision for newly appointed staff. Thereafter the

2015 MTEF allocation grows at a marginal rate of 3 per cent from R2 million in 2015/16 to R2.1 million in 2017/18. This is for maintenance of the information technology equipment and modernising the public sector.

7.1.3. Risk Management

No.	Risk Identified	Mitigating Controls
1.	Unauthorised expenditure	<ul style="list-style-type: none"> • Treasury budget circular • Business plans with budget included • Bi lateral meetings with line management discussing expenditure management and demand plans (monthly)
2.	Increased Financial liability (Official Leave process not abided by)	<ul style="list-style-type: none"> • Procedure guide covers the capturing hard copy leave forms on PERSAL • HR approves the leave application on ESS and can reverse the approval should there be a dispute • HR reconciles the manual leave forms against leave plans and ESS reports" • Non submission of evidence regarding leave is processed as unpaid
3.	Financial Losses in infrastructure projects	<ul style="list-style-type: none"> • IGR process in place • IDP process in place" • Service level agreement with terms and conditions • Appointment of architects to obtain municipal laws and regulations for compliance on behalf of department
4.	Adverse judgment against the department	<ul style="list-style-type: none"> • No Controls

7.2. PROGRAMME 2: CULTURAL AFFAIRS

PROGRAMME PURPOSE

The aim of the Cultural Affairs Programme is to identify, develop, support, promote the arts, preserve and protect heritage resources in the province. In so doing, the Programme contributes to the following DSACR Strategic Goals:

- To enhance the implementation of integrated and sustainable sport, arts, culture and recreation programmes;
- To identify, develop and nurture sport and artistic talent for competitive and major events; and
- To identify and preserve heritage including the promotion of national days and symbols.

The programme comprises of the following sub-programmes: Creative Arts, Creative Industries (including Gauteng Film Commission) and Heritage (including Museum, Language, IKS and Geographical Names).

SUB PROGRAMMES DESCRIPTION

i. Creative Arts

Gauteng Carnival has over the last years demonstrated the capacity of carnival to combine the arts, skills development and confidence-building in communities across Gauteng. The Department will continue to host the Gauteng Carnival on an annual basis as part of the Heritage month as it assist in facilitating job creation and enterprise development in the Arts, Culture and Heritage sectors. The Department endeavours to harness the potential economic impact of the carnival as well as its potential to be a key driver for creative industries and skills development. It is the intension of the Department to grow and elevate the Carnival into a successful international event. All people of all races in Gauteng will be encouraged to go and join the global community in celebrations. Through the Carnival a pool of 444 skilled artists have emerged and nine viable business enterprises.

Within the Creative Arts programme and in particular in the implementation of the Gauteng Carnival, the department will continue to support schools implementing Arts and Culture programmes with Musical Instruments and Arts equipment's in Visual Arts, Dance and Drama. Carnival arts training programmes will be implemented, as part of on-going skills development. Other programmes will include Costume Production; Carnival Arts Education Programme; Drama, Dance, Visual Arts and Music.

The Creative Arts programme will also continue to implement the Arts and Culture programmes in Correctional facilities. Integrated Arts and Culture programmes will be implemented in the 27 hubs focusing on dance, theatre and music. Other arts and culture programmes will be implemented during the National Days' commemorative events. As part of the grant-in-aid programme, funding to arts and cultural organisations and individuals will be made available.

ii. Creative Industries

The department will continue to support live performances in the province with a number of musicians, comedians and poets exposed through the live music circuit programme. The department has reviewed its support to major Premier Arts and Culture events and reprioritised these to be in line with the mandate of the new administration by hosting the Annual Creative Industries Fair.

A number of actors, dancers, and comedians will receive valuable exposure by supporting potential emerging theatre and dance productions in the province. The department will continue to work with national, provincial, municipal and private theatres in contributing to the performing arts in communities through the provision of grants-in-aid and various craft developmental initiatives such as the product development programmes. National and International festivals will be supported through funding and training programmes for potential artists and crafters. The Craft Programme will continue providing market access; product development and showcasing at National and International pavilions and enterprises development initiatives. Additional to the four Craft hubs (Mogale, Sedibeng, Tshwane and Ekurhuleni), the department will establish new Craft hubs in rural areas.

iii. Heritage, Geographical Names and Languages

The department will continue to support the Provincial Heritage Resource Agency to ensure that the body is functional and effective. A number of policy and strategy interventions will be implemented. Awareness campaigns in communities and at schools will be implemented to promote national symbols. The Department will facilitate the establishment of Local Geographic Names structures and ensure that Local Municipalities develops geographical names policies. Interventions will be made regarding wrongly spelt and corrupted geographical names throughout the province, in partnership with municipalities.

The provincial language Legislation will be promulgated and implemented during this period. The Department will continue to support the

Language coordinating structure. A number of multilingualism campaigns, indigenous knowledge system and other language development initiatives will be implemented.

A programme to distribute of the national flag and other symbols to schools, libraries and other public building in line with the campaign to promote patriotism and understanding of the meaning of our national symbols will be implemented.

The Department will implement the heritage legislative framework that will guide the protection, preservation and promotion of heritage in the province. The department will continue to support five monuments; and also continue to commemorate the significant national days including the Mandela Remembrance walk; and the commemoration of heroes and heroines of the liberation struggle.

7.2.1. Programme Strategic Objectives

Strategic Objective	Objective Statement	Baseline	Justification	Links
Reposition and retain Gauteng as the home creative industries through intensified talent identification, development and nurturing in arts and culture	Implement integrated and sustainable Arts and Culture Mass Participation Programmes in schools and communities targeted and accelerated social transformation	<ul style="list-style-type: none"> • 6000 learners from 100 schools participated in performing and Visual Arts programmes • 14 Theatre practitioners trained by Wits University • Choral, Gospel, Theatre and Dance showcases • 2 Arts and Culture programmes implemented 	Implementation of approved Arts in School Strategy	<ul style="list-style-type: none"> • Outcome 14 • Link with the Artists in school programme of the National department of Arts and Culture • NDP • SONA, SOPA (TMR programme)
Cultivate, facilitate and enhance a conducive environment which will allow Gauteng to excel in the creative	Develop and promote the products and services of the Creative clusters and enterprises. Creative Industries sector development to drive competitiveness and economic growth	<ul style="list-style-type: none"> • 4 Craft hubs • Participation at trade fairs and exhibitions • Mentorship program for visual artists • Regional market access platforms (Soweto Expo, Sea Expo, Ekurhuleni Trade Fair) 	<ul style="list-style-type: none"> • Approved Creative industries development Framework. Stimulating the craft industry. • Establishment of business enterprises, job creation and skills development • Approved sub sector 	<ul style="list-style-type: none"> • NDP • SONA, SOPA (TMR programme)

Strategic Objective	Objective Statement	Baseline	Justification	Links
industry		<ul style="list-style-type: none"> • Live music performances: 100%Mzansi 	strategies. Approved MGE framework	
Host and retain major events through vigorous marketing and bidding which will contribute to sustainable economic growth and opportunities	Support, facilitation and coordination in leveraging opportunities for the attraction of major arts and culture events to be staged in for the benefit of Gauteng	<ul style="list-style-type: none"> • 10 Premier events supported • Gauteng Theatre Awards • Gauteng Carnival hosted (Pale Ya Rona) 	<ul style="list-style-type: none"> • Hosting these major events in the Province are designed to contribute to the job creation, economic growth, building social cohesion and nation building 	NDP; Mzansi Golden Economy framework and Outcome 14
Accelerate transformation of provincial heritage landscape by Identifying, preserving, protecting, and promotion of provincial Heritage Resources	<p>Promote regional heritage tourism through the development and establishment of monuments linked to the liberation heritage of Gauteng; and Commemorate National /significant days</p> <p>The transformation of the Gauteng Geographical landscape and features through naming and renaming of streets</p>	<ul style="list-style-type: none"> • 100 sites identified. • 30% sites declared and researched • 5 Monuments supported • Renamed streets in the CBD of Tshwane and Johannesburg after prominent liberation heroes and heroines • 7 National /Commemorative Days per annum 	<ul style="list-style-type: none"> • Implementation of Gauteng Chapter of the National Heritage Liberation Route. • Capture the political heritage and the road to democracy. • Heritage route established to promote tourism and local history • Increase the number of national and international visitors to the Province 	Outcome 14: Transforming society and uniting the country
Promote multilingualism to	Facilitate the implementation of the	Language policy Draft Language Bill	<ul style="list-style-type: none"> • To develop and promote learning of an indigenous 	Outcome 14: Transforming society and uniting the

Strategic Objective	Objective Statement	Baseline	Justification	Links
redress the past linguistic imbalances or intolerances	provincial Language policy thereby promoting multilingualism in the Province		language / mother tongue language the Province <ul style="list-style-type: none"> • Access to material indigenous and foreign languages • Further development and promotion of 	country

7.2.2. Resource Consideration

7.2.2.1 Expenditure trends

The programme's total expenditure decreased by R8.8 million from R95.8 million in 2011/12 to R86.9 million in 2012/13, this is mainly due to the capital transfer of the OR Tambo project to the Ekurhuleni municipality.

Compensation of employee's expenditure increased by 47 per cent from R10.1 million in 2011/12 to R14.9 million in 2013/14, as a result of the filling of vacancies as per the new recruitment plan. The increase in goods and services of R18.2 million from R29.5 million in 2011/12 to R47.8 million in 2013/14 is as a result of the movement of the commemorative days from Programme 1.

From 2015/16 to 2017/18 the allocation to transfers and subsidies increases by R11.2 million from R33 million to R44.2 million as a result of the enhanced implementation of various arts and culture mass participation programmes across the province.

Payments for capital assets decreased by R54 000 in 2011/12 to R5 000 in 2013/14 due to the centralisation of the procurement of computers in the Department. However, over the 2015 MTEF period the allocation for payments for capital assets increases by R5 million in 2015/16 due to an additional allocation for the construction of the national monument.

The 2015 MTEF allocation for the programme increases by R10.8 million from R111.2 million in 2015/16 to R122 million in 2017/18 due to the

up-scaling of the National Commemorative Days, the Gauteng Carnival, provision for commemoration of the heroes and heroines of the liberation struggle and the Mandela Remembrance Walk.

7.2.3. Risk Management

No.	Risk Identified	Mitigating Controls
1.	Weakened creative industry sector	<ul style="list-style-type: none"> • Implementation of SMART principles in the planning of projects • Creating Platforms to showcase the work of artists (partnering with producers of events)
2.	Inability to achieve desired goal (Unsuccessful Carnival)	<ul style="list-style-type: none"> • Establishment of carnival clubs in each region. • Timeous advertisement of the carnival registration. • Establishment of the carnival commissions. • Proper monitoring and evaluation of the services provided. " • Extend recruitment to tertiary levels and other recreational facilities.
3.	Loss of Cultural Heritage	<ul style="list-style-type: none"> • Awareness campaigns and road shows
4.	Reputational damage due to unsuccessful events	<ul style="list-style-type: none"> • Compliance form • Compliance requirement template

7.3. PROGRAMME 3: LIBRARY AND INFORMATION SERVICES

PROGRAMME PURPOSE

The purpose of the Directorate Library and Archival Services is to establish and maintain community libraries. The aim of the community libraries is to provide access to knowledge, resources and services to meet the needs of individuals and groups for education, information and personal development. Libraries, as knowledge hubs, strive to achieve the broad imperatives of socio-economic development and nation building. This aim is supported by the strategic, operational and legislative framework for the effective and efficient functioning of library, information and archival services in the province.

The Department receives a conditional grant for libraries from the Department of Arts and Culture with the aim to transform urban and rural community library infrastructure and services through a recapitalised programme at provincial and local government level. The grant aim is to enable the South African society to gain access to knowledge and information that will improve their socio-economic status.

Access to library and information services is still considered to be a stumbling block in many communities. Therefore, for the past two years the Department focused on the construction of new libraries in underprovided communities. This trend will continue in the 2015 – 2020. A high focus will be placed on the proper resourcing of these new libraries; digitalisation of libraries which will include the provision of Internet access and Wi-Fi to all libraries and subscription to electronic resources and database. Electronic Library Management System Radio will be maintained and Frequency Identification Device (RFID) Technology will be installed in all libraries for asset management and accountability; and this will in turn contribute to modernisation of the public sector.

The Department supports and assists municipal libraries to provide information resources, services to communities and access to information through information and communication technology via targeted fund transfers to municipalities. The assignment of the library and information services function to municipalities in terms of Section 156 of the Constitution of the Republic of South Africa will receive focussed attention in this strategic term. The function will be provincialized in cases where municipalities are found not to have the capacity to render the function, or where there is no agreement on the assignment of the function.

The Archives Centre that is currently under construction will on completion become the history and memory of the Gauteng Province. In this regards, documents of archival value of all Gauteng governmental entities will be preserved for future generations and made available

to the public. The archival services functions aim to ensure that systems, knowledge and skills are in place for sound records management and repository of documentation to facilitate seamless access to information.

In so doing, the Programme contributes to the following DSACR Strategic Goal:

- Develop, transform, promote, modernise and sustainable library, information and archives services

7.3.1. Programme Strategic Objectives

Strategic Objective	Objective Statement	Baseline	Justification	Links
Expand and recapitalise community-based library, sport and cultural facilities	Transform and modernise urban and semi- rural community library infrastructure facilities and services through resourcing, up-grading and refurbishing to enable Gauteng citizens to gain access to knowledge and information that will improve their socio-economic status. (DORA grants)	Conclude 20 service level agreements Transferred R56m to municipalities	Strengthen municipalities in line with prescripts of Constitution Access to information, eradication of literacy and to promote life-long learning	Outcome 14: Transforming society and uniting the country
Modernise libraries in terms of technological transformation	To provide free access to the public for internet, electronic information in libraries	Internet services available in 160 libraries	To create opportunities for Gauteng communities in terms of providing information for research, study and applying for jobs online.	Pillar 3: Accelerated Social Transformation Pillar 5: Modernisation of the public service
Inculcate the culture of reading in order to enhance knowledge	To implement provincial library programmes to instil a culture of reading, critical thinking and well-informed communities	Born to Read programmes, Provincial debates, Recreational programmes implemented	To create awareness of library services and to develop critical skills needed to succeed in life (public speaking); and promote healthy lifestyle	Outcome 14: Transforming society and uniting the country
Transform and modernise the governance of library and information services through relevant legislation, norm and standards, regulations and by	Develop the legal and operational framework for community libraries and information services	Draft Standard By Laws	Consistency in services rendered by municipalities Access to information, eradication of literacy and to promote life-long learning	Transformation of the state and governance

Strategic Objective	Objective Statement	Baseline	Justification	Links
laws				
Collect, preserve the knowledge base and providing access to Gauteng archival records	To construct and resource the archive centre; to ensure preservation and accessibility of the archival records in the province	Construction in process	The objective will contribute to preservation of archival records of the Province for posterity and access to different sources of information for decision making.	This is a constitutional mandate.

7.3.2. Resource Considerations

7.3.2.1. Expenditure trends

Programme expenditure shows an increase of R43 million from R66.3 million in 2011/12 to R109 million in 2013/14. This is due to an increase in the number of infrastructure projects that the Department has embarked on. The allocation over the 2015 MTEF period decreases from R352.9 million in 2015/16 to R218.9 million in 2017/18, a decrease of R134 million due the completion of the Provincial Archives. For the 2015 MTEF period the allocation for compensation of employees decreases by R2 million from R12.3 million in 2015/16 to R10.3 million in 2017/18. This is due to the alignment of personnel budget in the Department where the actual expenditure incurs. The allocation for goods and services increases from R9.6 million in 2015/16 to R18.5 million in 2017/18 to make provision for the operationalisation of libraries built by the Department.

The Department allocated an amount of R2.5 million in 2015/16 for machinery and equipment for the modernisation of library collections and provision of information technology.

The 2015 MTEF allocation to transfers and subsidies decreases by R29.5 million from R117.1 million in 2015/16 to R87.6 million in 2017/18 due the building of fewer new libraries.

7.3.3. Risk Management

No.	Risk Identified	Mitigating Controls
1.	Difficulty to maintain and sustain new libraries	<ul style="list-style-type: none">• Allocate additional funding for proceeding year budget.• Municipalities assist with funding.
2.	Difficulty in implementing virtual library services.	<ul style="list-style-type: none">• ICT librarians.• Monitoring the usage of virtual library.• Programme to upgrade ICT hardware

7.4. PROGRAMME 4: SPORT AND RECREATION

PROGRAMME PURPOSE

The aim of the Sport and Recreation Programme is to promote sport and recreation and school sport, facilitate talent identification, promote sport development and high performance and to make Gauteng the home of champions. In so doing, the programme contributes towards nation building, social cohesion, economic growth and the creation of job opportunities, as well as promoting sustainable livelihoods for sportsmen and sportswomen. It is also responsible for ensuring the effective and efficient co-ordination of preparations for hosting major events in the Gauteng Province, and other special projects.

SUB - PROGRAMMES DESCRIPTION

i. Recreation Siyadlala Hubs

The Department through the Recreation Siyadlala Hubs (mass participation) programme will be implementing a number of programmes that would also be responsive to Social Crime prevention programmes ranging from youth camp (focusing on leadership, social cohesion and nation building in partnership with Sport and Recreation South Africa and other stakeholders), active recreation events (active ageing, aerobics, gymnaestrada, big walk/fun walks-runs, indigenous games, hub festivals/tournaments, cycling), host recreation day, host sport campaigns (sport for all projects linked to Recreation Day, sport for social change and development), Minister's outreach Programme, capacity building programmes and recreation provincial hub programmes in Operation Mabaleng sites. Programme equipment and attire will also be made available for the successful implementation of the programmes. These programmes will be implemented in the 27 decentralised hubs located within communities. The Department will also create sustainable job opportunities through the Extended Public Works Programme Social Sector Incentive Grant as per allocation by the Department of Public Works.

Operation Mabaleng is a new flagship Programme which will be facilitated, coordinated through Recreation Siyadlala and Special Projects unit to provide infrastructure to depressed and deprived communities over the next five years; and it aims to address the shortage of sporting facilities in communities served, thereby encouraging and increasing participation in sports. Operation Mabaleng will reach out to as many inactive and deprived townships; informal settlements and rural areas through sport activities such as Football, Netball/Hockey, Cricket, Rugby and other sporting codes. Physical infrastructure development for sport and recreation will enhance and promote access to sporting facilities

and redress the imbalances of the past. Stakeholder engagements will be the key focus of Sport and Recreation Programme in order to ensure that inputs from the communities are incorporated and contribute to the improvement of services provided.

The Department will embark on a drive to promote healthy lifestyles and physical wellbeing in the province to help reduce prevalent lifestyle diseases in communities.

ii. School Sport

The school sport programme will continue to strive for accelerated social transformation and contribute to social cohesion. The Department in partnership with the Department of Education (GDE) will provide support to schools across province to ensure their participation in School Sport Programmes. Schools will continue to participate in leagues, festivals and tournaments at cluster, district, regional and provincial levels. Schools will also be provided with equipment and attire for learners to ensure that they learn the correct basic rules of the various codes. Programme for learners with special educational needs will also be supported.

iii. Sport Development and Coordination

The Department is planning to implement the Academy programme in conjunction with local government, federations, sport councils and tertiary institutions where athletes and coaches are given the opportunity to develop and enhance their skills. The implementation of the capacity building, training and development programmes for coaches, technical official, and administrators will be Implemented so that sport is conducted in a more effective and efficient way. A number of life skills programmes to strengthen the capacity of athletes will be undertaken. Furthermore, athletes who benefit from the developmental programmes will be tracked to follow their career paths and to keep the database up to date.

The Department will only be able to achieve its objectives through effective partnerships, thus assisting the funding of sport federations and sport councils through the grant-in-aid programme. It is understood that these larger sport organisations will empower smaller, less experienced organisations. To this end, focus will also be on the development of clubs by assisting them with participating in structured leagues coordinated by the federations.

The Department will strengthen its partnership with the Swimming South Africa and the regional swimming affiliates who play a critical role in the successful roll-out the 'Learn to Swim' (LTS) Programme. This Programme will entail water safety education campaign; learn to swim as well as club development.

The Department will increase the number of Mobile Units whose special focus will be on sport science testing in schools, clubs and with federations. To promote excellence in sport, honour and celebrate high achievers in the sector, the Department will host the Annual Provincial Sports Awards.

iv. Competitive Sport

In support of the Gauteng as a Global Competitive City Region and a home of champions, the department will continue to host National and International events. The Department will continue to build strategic partnerships with key role players in order to increase the impact of government. Competitive Sport is one of the key pillars of the Gauteng Sport Plan (GSP).

The main focus of the Competitive Sport Pillar in the GSP is to:

- ensure the implementation of well-managed competitive sport events; and
- Host targeted major international sport events that will contribute to the socio-economic objectives of the Gauteng Province.

As the SOPA by the Premier was outlined, the hosting major events remain firmly on the agenda of the Province. Hosting these major events in the Province are designed to contribute to the job creation, economic growth, building social cohesion, nation building and demographic representation areas of sport transformation as outlined in the GSP. In addition the Gauteng Employment, Growth and Development Strategy identified the competitive sport market as a key role-player in the services sector.

Competitive Sport also contributes, and provides intrinsic linkages, to a range of initiatives of the Gauteng Provincial Government in general and of the SACR in particular. These include Enterprise and SMME development and Local Economic Development. For example, the provincial tournament for farm and rural schools project will contribute to the GEGDS initiative in respect of rural development.

7.4.1. Programme Strategic Objectives

Strategic Objective	Objective Statement	Baseline	Justification	Links
Create an enabling environment for growth in sport and recreation sector	Integrated and sustainable implementation of DSACR programmes in schools and communities that contribute to social cohesion and national building	<ul style="list-style-type: none"> • 160 clubs from the 5 regions of Gauteng • 11480 participants at the regional and provincial games • 5 focused, 60 lead schools and 15 school sport code structures were supported • 1 Youth Camp held • DoRA Siyadlala Recreational Programmes were coordinated and implemented • 140 contract workers were appointed, 27 hubs were resourced with equipment and/or attire • 1 000 300 people accessing Recreational Siyadlala programmes 	<p>This objective will assist in the transformation of the sport sector by ensuring that more clubs play in structured leagues</p> <p>Young talent will be easily identified, nurtured and streamlined to their choice of sport specialization</p>	Outcome 14: Transforming the society and uniting the country
Expand community based library, sport and cultural facilities	Providing universal access to sport and recreation activities through radical implementation of infrastructure development in the depressed and deprived communities (Including Operation Mabaleng Infrastructure)	Provincial sport village Phase 2 under construction	Objective will contribute to increasing sport talent, physical wellbeing, healthy lifestyle and participation of Gauteng athletes in competitive sport. Young talent will be easily identified, natured and streamlined to their choice of sport specialisation	Outcomes 14; National Sport and Recreation Plan Final of 2012, SONA; SOPA; ANC Manifesto; G2055; NDP 2030;
Reposition and retain Gauteng as the Home of Champions through intensified talent identification, development and nurturing in sport	To enhance the implementation of integrated and sustainable sport and recreation programmes	2000 athletes were supported	Objective will contribute to increasing sport talent, physical wellbeing, healthy lifestyle and participation of Gauteng athletes in competitive sport	Outcome 14: Transforming society and uniting the country

Strategic Objective	Objective Statement	Baseline	Justification	Links
Create a competitive edge that will enhance Gauteng as a cornerstone for business in sport	Host and retain major events through vigorous marketing and bidding, which will contribute to the sustainable economic growth and opportunities	7 major events supported & 8 Premier Events Supported	<ul style="list-style-type: none"> • Repositioning Gauteng as a home of champions and reclaiming this position which has been taken over by KZN. • Hosting major events in the Province are designed to contribute to the job creation, economic growth, building social cohesion, nation building and demographic representation areas of sport transformation as outlined in the GSP. • Competitive Sport also contributes, and provides intrinsic linkages, to a range of initiatives of the Gauteng Provincial Government in general and of the SACR in particular. These include Enterprise and SMMEs development and Local Economic Development 	Competitive Sport is one of the key pillars of the Gauteng Sport Policy

7.4.2. Resource Consideration

7.4.2.1. Expenditure trends

For the period 2011/12 to 2013/14 expenditure increased by R40.5 million from R151.5 million to R192 million as a result of funds earmarked for specific major sports events during 2012/13, such as the South African Open Championship. The 2015 MTEF allocation increases by 8 per cent from R212.2 million in 2015/16 to R229.3 million to ensure community access to sport and recreational facilities through Operation Mabaleng, and adequate resourcing of school sports, to realise the NDP's transformative vision 2030 that participation in sporting codes should approximate the country's demographics and that there should be excellence in a number of sporting codes.

Expenditure on compensation of employees increased by R8.3 million, from R53.8 million in 2011/12 to R62.1 million in 2013/14. This was due to the alignment of personnel costs to Programme 4. During the 2015 MTEF the allocation to compensation of

employees increases from R79.1 million in 2015/16 to R96.8 million in 2017/18 due to inflationary adjustments. Expenditure on goods and services increased by R15.1 million from R83 million in 2011/12 to R98.1 million in the 2013/14 financial year. The increase was due to competitive sporting events, such the Soweto Marathon and the Gauteng Challenge. Over the 2015 MTEF allocation to goods and services decreases from R116.5 million in 2015/16 to R105.7 million in 2016/17, a decrease of R10.8 million.

Expenditure on payments for capital assets increased by R15 million from R784 000 in 2011/12 to R15.7 million in 2013/14, due to an increased allocation for the upgrading of the Bob van Reenen Stadium. During the 2015 MTEF allocation there is R2 million in 2015/16 is due to the implementation of the Operation Mabaleng infrastructure project.

7.4.3. Risk Management

No.	Risk Identified	Mitigating Controls
1.	Reputational Damage in the event of crisis occurring at an event (Lack of safety of the participants)	<ul style="list-style-type: none"> • Rights owners and events managers have to acquire indemnity before an event • Department ensures the SLA's with rights holders encompass the responsibility of event safety by the event owners • Municipal JOC providing services for the safety of each event (EMS, environmental safety, traffics services, disaster management)
2.	Inadequate learner participation in rural schools	<ul style="list-style-type: none"> • Department provides transport at district and provincial level for seasonal games • Department provides equipment on loan for cluster games where equipment is not available • Partnerships with Hubs, Love Life. GDE, federations and municipalities to assist in loaning equipment
3.	Poor event management (Service provider challenges.)	<ul style="list-style-type: none"> • Escalation of delivery issues to supply chain management. • Contract agreements in place. • Use of monitoring and evaluation mechanism to provide feedback on events satisfaction.
4.	Poor governance and transformation in the sport sector	<ul style="list-style-type: none"> • Road shows are conducted for all scheduled upcoming events. • General council meeting at regional level is in place and addresses the role and responsibilities of stakeholders. " • Adherence to the Transformation Charter

PART C: LINKS TO OTHER PLANS

8. PART C: LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

Not applicable

9. CONDITIONAL GRANTS

9.1 ORA Sport and Recreation Grant

The Department receives funds from Sport and Recreation SA (SRSA) for the Mass Participation and Recreation Programme.

The main purpose of the grant is to promote mass participation within schools, hubs and clubs in partnership with federations, sport councils, school sport structures and community based organisations. This is achieved through the development of selected sport codes, the empowerment of educators as well as volunteers to successfully manage and implement the programmes. Furthermore, the grant is utilised to build the capacity of communities and/or volunteers to promote, manage and implement mass participation Programme activities. The targets set for the delivery of programmes utilising the Dora Grants for Sport and Recreation is incorporated into the tables listed in this plan.

9.2 DORA Library Recapitalisation Grant

The Department receives funds from National Department of Arts and Culture for the recapitalisation of community libraries.

The main purpose of the grant is to improve access to quality library information services and information communication technology in municipal libraries within disadvantaged communities, in partnership with Local Municipalities.

The targets set for the delivery of programmes utilizing the Dora Grants for Library and Archival Services is incorporated into the tables listed in this plan.

10. PUBLIC ENTITY – GAUTENG FILM COMMISSION (GFC)

Name of public entity	Mandate	Outputs	Current annual budget (R000)	Date of next evaluation
Gauteng Film Commission	The GFC is an agency of the Gauteng Provincial Government tasked with the development and promotion of the audio-visual industries that encompass a range of production activities including film, TV, documentary production, commercials and multimedia including animation in Gauteng.	Supporting Local Content Production initiatives and projects Identification of local and international markets and projects for the distribution of local content Supporting projects aimed at the distribution of local content within identified local and international markets Supporting projects aimed at required training and development within the industry Forging strategic partnerships with key industry stakeholders	R24 747 000	

11. PUBLIC PRIVATE PARTNERSHIPS

Not applicable

12. Annexures

Annexure A: Information Technology Strategy

12.1 Introduction

There is a need for SACR to transform and modernise its services by developing common information technology applications, networks, databases, strengthening of its security and network management capabilities to facilitate the achievement of its strategic objectives. The following are high-level priorities which will inform an ICT implementation plan and are aligned to the TMR:

12.2 Vision

A reliable strategic enabler for a modernised Department and Libraries through ICT

12.3 Mission

To provide a reliable ICT services to departmental employees and local government community libraries; through:

- Improving and proactive customer support services.
- Security of information.
- Connecting Cluster and Hub Offices of SACR.
- Connecting and modernising Head Office with hubs and clusters through telecommunication and video-conferencing.
- Modernising the economy through availing internet access (Broadband) to communities through libraries.

- Adherence to the DPSA ICT Corporate Governance Standards.
- Delivered service solutions that meet business requirements.
- Economies of scale: taking an advantage of the Gauteng Broadband Network (GBN) project to connect Libraries and some of our clusters and hubs. The use of a cloud solution to minimize costs on ICT infrastructure

12.4 ICT Objectives

The Departmental ICT has the following objectives which are aligned and serves as an enablement to the Departmental core business objectives:

12.4.1 Implement the departmental Master Systems Plan effectively to ensure that the Department becomes a modernised and effective organ of state.

12.4.2 Introduce the departmental Government-Wide Enterprise Architecture Framework (GWEA).

12.4.3 Implement the DPSA ICT Corporate Governance Standards.

12.4.4 Improve and proactively deliver customer support services to SACR.

12.4.5 Promote the backing up of information of all computer users on servers to tape library for offsite storage to strengthen the capacity of the Department to adhere to the requirements of the Promotion of Access to Information

Act, the Promotion of Administrative Justice Act and the Electronic Information and Communication Act.

12.4.6 Provide reliable telecommunication and video-conferencing services to the department.

12.4.7 Ensure modernisation of the public service through the provision of the mobile technology services to the departmental employees.

12.4.8 Ensure connectivity to the GPG network for all employees of the Department Head Office, Clusters and Hubs offices to contribute to a modernised effective organ of state.

12.4.9 Ensure connectivity for community libraries and also take advantage of the Gauteng Broadband Network project in strengthen the capacity of the local government municipalities to adhere to the requirements of the Promotion of Access to Information Act.

12.4.10 Deliver information and database systems to effectively modernise the public service.

12.4.11 Develop our workforce to provide the future capability and skills to modernise public services through implementation of ICT programs and strategies.

12.5 ICT Plan Priorities

There is a need for SACR to transform and modernise its services by developing common information technology applications, networks, databases, strengthening of its security and network management capabilities to facilitate the achievement of its strategic objectives. The following are

high-level priorities which will inform an ICT implementation plan and are aligned to the Radical Transformation, Modernisation and Re-industrialisation of Gauteng (TMR):

12.5.1 Priority 1: A Secure Network

This priority will focus on the following:

- Connect and modernise Clusters and Hubs
 - Proactive and improved ICT support services
 - Installation and maintenance of desktops, laptops, notebooks, printers and photocopies.
 - Connect cluster & hub offices with no provision of network connectivity
 - Implement video-conferencing to ensure easy connection in developing modernised clusters
- Connect and modernise Libraries and ensures provision for Wi-Fi access to the community
 - Connect libraries through provision of network connectivity
 - Take an advantage of Gauteng Broadband Network project to ensure Wi-Fi access to the communities
 - Implement modernised information systems to ensure online accessibility of library services
- Introduce and implement backup network to SACR
 - Introduce and make provision of the backup network connectivity in case GPG network is down.

Characteristics of the Future Network

- Reliability and availability: minimise interruptions and disruptions to ensure ICT business continuity
- Scalable capacity on demand: accommodate the growing and changing needs for networking services and bandwidth. Make use of virtualisation or cloud to ensure timely, scalable and supportable services.
- Security: security level is aligned to sensitivity of information. Data is freely available to only those who are authorised to use it.
- Consistency with industry direction: capitalise on commercial trends to keep up with user demands
- Manageability: provide a single converged network infrastructure for data and voice communications that can be managed and supported
- Inter-operability: applications should talk to one another and be able to integrate with the next generation networks.

12.5.2 Priority 2: Develop SACR Government-Wide Enterprise Architecture Framework (GWEA)

Cabinet approved the government-wide Framework in November 2012. The GWEA is intended to supersede the prevailing Enterprise Architecture and ICT planning frameworks and methods used in government. SACR has no Enterprise Architecture which is a requirement for every department and therefore SACR must develop GWEA which should close the gap and be able to collate with the MSP.

GWEA will provide:

- An Enterprise Architecture Plan which is essential to:
 - achieve the departmental performance objectives through optimal enabling of its business processes within an efficient ICT environment; and
 - to evolve existing information systems, acquiring new information systems and renewing ICT products that will optimise the value to the business.

12.5.3 Priority 3: Migration to Cloud Computing

- SACR to migrate its Data Centre to Telkom virtual cloud server solution which supports current Fully Managed Data Centre (FMDC) solution for the following purpose:
 - Eliminate infrastructure constraints on the business
 - Run applications in the cloud
 - Reduce data centre cost and complexity
 - Enable global team collaboration with shared virtual infrastructure
 - Accelerate provisioning time with a self-service model
 - Increase software quality and predictability
 - Reduce server sprawl
 - Create pre-production ‘sandboxes’ to test the impact of production changes
 - Allow IT operations teams to focus on their applications and services, rather than server uptime
- Accessibility of information by ensuring that:
 - Data is discoverable

- Data is available when and where it is needed
- Compatibility with existing personal and digital devices

12.5.4 Priority 4: Modernise Public Services through Digital Age

- ICT will modernise the public services by developing Database systems which will be made accessible to any authorised users
- Modernised public services through mobile technology and a provision of mobile applications to enable service delivery.

12.5.5 Priority 5: Modernise Public Services through Knowledge and Information Management

The enhancement and further development of the Electronic Document Management System for the department must serve as the repository that must effectively consolidate the information used by the Department. The system should have capabilities to manage the following:

- Directorates document and records management
- Strategic Plans, Annual Performance Plans, Annual Reports and Quarterly Reports
- Financial Reports, Budgets and Expenditure Reports
- Human Resource Management Reports
- Audit Reports
- DAC Documents
- All submissions documents
- Contracts
- Document Review
- Submissions (Procurement)

- Policy Document repository
- Tracking of memos
- Escalation of memos process flows

12.5.6 Priority 6: Transform ICT Governance

The SACR is not fully implementing the Public Service ICT Corporate Governance Policy Framework (ICTCGPF) is meant to guide departments to adhere to corporate governance to ensure that the acquisition, management and use of information technology by department improve:

- direct or indirect service delivery to the public, including but not limited to, equal access by the public to services delivered by the department
- productivity of the department
- cost-efficiency of the department
- Ensures accountability and participation to the following governance forums:
 - The ICT Steering Committee
 - Ensures accountability and reporting on a quarterly basis
 - The ICT Steering Committee needs to be strengthened to ensure that it remains a governance structure to ensure adherence to Corporate Governance and implementation of the ICT Strategic Plan. In this regard, the ICT Steering Committee Charter will be reviewed to align with the Public Service ICTCGPF.
 - Executive Management Team
 - Ensures
 - CIO Council

12.5.7 Priority 7: Transform and Train Workforce

Develop the workforce to provide the future capability and skills to modernise public services through implementation of ICT programs and strategies.

- Become an activist public servant who delivers ICT support services proactively and efficiently.

For this to be achieved, training for the workforce to be arranged on an annual basis to develop and increase their capacity to implement TMR.

12.2 Annexure B: Asset Management Plan

12.2.1 Introduction and Purpose

The Asset Management Strategy (AMS) of the Department of Sport, Arts, Culture and Recreation is designed to establish/create and maintain effective business processes for the acquisition, maintenance and repair of movable assets, transfer of redundant assets and disposal of obsolete movable assets owned by the Department of Sport, Arts, Culture and Recreation. The AMS will ensure a comprehensive, goal-orientated approach to overall management of movable assets

Furniture, computer equipment and other machinery and equipment are the movable capital assets registered in the asset register of DSACR. Asset are recorded and accounted at cost price in the asset register. The Asset Management Process is the cycle of the key asset management activities undertaken to make the most of asset service delivery potential and the management of the related risks and costs over the entire asset life cycle.

12.2.2 Demand Management

The department will compile an Annual Asset Management Plan (Demand Plan) based on needs analysis and evaluation of existing assets physical condition, functionality, utilisation and operational cost of the asset.

12.2.3 Acquisition Management

The acquisition of movable capital assets are done in line with the Departmental Supply Chain Management Policy, approved departmental asset standards and the PFMA section 38 (1) (a), (i), & (iii).

All newly acquired assets are recorded and bar-coded/marked with an identity number. Computer resources will only be allocated to employees whose daily activities require access to such facility. Based on the individual's appointment within the department and the scope of activities, either a desktop OR a notebook computer will be allocated. All newly acquired assets will be received at the assets, and accounted for on asset register in order to indicate the location and the official responsible for the asset.

Replacement of assets will only be considered when the following conditions apply:

The asset has reached the end of its lifetime in accordance with the straight-line method of depreciation as prescribed by the National Treasury; the asset is totally unusable/broken/stolen/lost or other status which necessitates its replacement; Asset is confirmed as redundant with reasons; Funds are available for the replacement may at the recommendation of the HOD be approved.

12.2.3 Disposal Management

The authority will submit recommendations to the Departmental Asset Disposal Committee on redundant, obsolete and unserviceable assets

rests with the Directorate: Supply Chain Management. All disposals decisions are be properly authorised prior to disposing or removing of asset from the register. Assets that do not contribute effectively to

government service delivery will be considered for disposal or alternative use elsewhere.

**ANNEXURE C: GAUTENG DEPARTMENT OF SPORT, ARTS, CULTURE AND RECREATION
SERVICE DELIVERY IMPROVEMENT PLAN: 2015 – 2018**

PROGRAMME 2: CULTURAL AFFAIRS

A. SUB-PROGRAMME: GRANTS-IN AID (STATUTORY BODIES)

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
1.Award grants-in- aid for arts and culture organisations and bursaries to sport, Arts and Culture students	Arts and Culture practitioners; Arts and Culture students; Dance companies; Theatre practitioners; NGO's; CBO's; Non Profit Organisations Arts and Culture organisations;	Quantity	<ul style="list-style-type: none"> • 25 Arts and Culture grant in aid awarded to organisations • 30 HIV/Aids Art organisations • bursaries 	<ul style="list-style-type: none"> • 25 Arts and Culture grant in aid awarded to organisations • 14 Performing art and Visual Arts bursaries awarded • 	<ul style="list-style-type: none"> • 25 Arts and Culture grant in aid awarded to organisations • 14 Performing art and Visual Arts bursaries awarded 	<ul style="list-style-type: none"> • 25 Arts and Culture grant in aid awarded to organisations • 14 Performing art and Visual Arts bursaries awarded
Quality						
		Consultation	8 Consultative road shows were held by the Gauteng Arts and Culture Council (GACC) and Sports panel Attended quarterly meetings at the Department of Health for the HIV/Aids grants	Consultative road shows will be held with Gauteng Arts and Culture Council (GACC) and Sports panel. Advert and application forms are would be available at the Community libraries of Gauteng as well at all the Cluster offices of the Department	Consultative road shows will be held with Gauteng Arts and Culture Council (GACC) and Sports panel. Advert and application forms are would be available at the Community libraries of Gauteng as well at all the	Consultative road shows will be held with Gauteng Arts and Culture Council (GACC) and Sports panel. Advert and application forms are would be available at the Community libraries of

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
			GACC Chairperson attended the quarterly meetings of the National Arts Council		Cluster offices of the Department	Gauteng as well at all the Cluster offices of the Department
		Access	Access facilitated through the following available channels: North Cluster: Mr. Tyrone Hammond 111 Swaan Street East Lynne Pretoria (012) 3552865 0828166690 Central Cluster: Mr Clive Hlongwane (011) 3552877 0718558898 Johannesburg stadium Doornfontein South Cluster: Ms. Cecilia Phiri Cnr Kruger avenue &Edward street Vereeniging 0832729958	Access would be facilitated through the following available channels: North Cluster: Mr. Tyrone Hammond 111 Swaan Street East Lynne Pretoria (012) 3552865 0828166690 Central Cluster: Mr Clive Hlongwane (011) 3552877 0718558898 Johannesburg stadium Doornfontein South Cluster: Ms. Cecilia Phiri Cnr Kruger avenue &Edward street Vereeniging 0832729958	Access would be facilitated through the following available channels: North Cluster: Mr. Tyrone Hammond 111 Swaan Street East Lynne Pretoria (012) 3552865 0828166690 Central Cluster: Mr Clive Hlongwane (011) 3552877 0718558898 Johannesburg stadium Doornfontein South Cluster: Ms. Cecilia Phiri Cnr Kruger avenue &Edward street Vereeniging 0832729958	Access would be facilitated through the following available channels: North Cluster: Mr. Tyrone Hammond 111 Swaan Street East Lynne Pretoria (012) 3552865 0828166690 Central Cluster: Mr Clive Hlongwane (011) 3552877 0718558898 Johannesburg stadium Doornfontein South Cluster: Ms. Cecilia Phiri Cnr Kruger avenue &Edward street Vereeniging 0832729958

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD			
			2014/2015	2015/2016	2016/2017	2017/2018	
			<p>East Cluster: Ms. Gezephi Mbata Germiston 0835615468</p> <p>West Cluster: Mr Bongile Ndlakuza Toekomsrus library Braam street Randfobtein (011) 355 2850 0828163339</p> <p>Arts grants Application forms will be available from the Grants-in Aid officer: Ms Peliswa Jele 0826356596 Peliswa.jele@gauteng.gov.za Tel:(011) 3552591 Office hours: 08h00-15h30 Physical address Surrey House 2nd floor C/O Rissik and Commissioner street Johannesburg 2000</p>	<p>East Cluster: Ms. Gezephi Mbata Germiston 0835615468</p> <p>West Cluster: Mr Bongile Ndlakuza Toekomsrus library Braam street Randfobtein (011) 355 2850 0828163339</p> <p>Arts grants Application forms will be available from the Grants-in Aid officer: Ms Peliswa Jele 0826356596 Peliswa.jele@gauteng.gov.za Tel:(011) 3552591 Office hours: 08h00-15h30 Physical address Surrey House 2nd floor C/O Rissik and Commissioner street Johannesburg 2000 Chairperson of the Gauteng</p>	<p>East Cluster: Ms. Gezephi Mbata Germiston 0835615468</p> <p>West Cluster: Mr Bongile Ndlakuza Toekomsrus library Braam street Randfobtein (011) 355 2850 0828163339</p> <p>Arts grants Application forms will be available from the Grants-in Aid officer: Ms Peliswa Jele 0826356596 Peliswa.jele@gauteng.gov.za Tel:(011) 3552591 Office hours: 08h00-15h30 Physical address Surrey House 2nd floor C/O Rissik and and Commissioner street Johannesburg 2000</p>	<p>East Cluster: Ms. Gezephi Mbata Germiston 0835615468</p> <p>West Cluster: Mr Bongile Ndlakuza Toekomsrus library Braam street Randfobtein (011) 355 2850 0828163339</p> <p>Arts grants Application forms will be available from the Grants-in Aid officer: Ms Peliswa Jele 0826356596 Peliswa.jele@gauteng.gov.za Tel:(011) 3552591 Office hours: 08h00-15h30 Physical address Surrey House 2nd floor C/O Rissik and and Commissioner street Johannesburg 2000</p>	

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
			<p>Chairperson of the Gauteng Arts and Culture Council can be contacted via the Grants-in Aid office.</p> <p>Bursary application forms will be available from October 2014</p> <p>Sport grants contact will be: Mr. Ishmael Mthimunye (011) 355 2857 Ishmael.Mthimunye@gauteng.gov.za</p>	Arts and Culture Council can be contacted via the Grants-in Aid office.	Chairperson of the Gauteng Arts and Culture Council can be contacted via the Grants-in Aid office	Chairperson of the Gauteng Arts and Culture Council can be contacted via the Grants-in Aid office
		Courtesy	Grant applicants and other stakeholders were treated with respect and courtesy	Grant applicants and other stakeholders will be treated with respect and courtesy	Grant applicants and other stakeholders will be treated with respect and courtesy	Grant applicants and other stakeholders will be treated with respect and courtesy
		Openness & Transparency	The Gauteng Arts and Culture Council and Sports Panel members appointed by the MEC in a fair and transparent manner. The list of the Council members published in the Government Gazette	Calls for grants applications would be advertised in four newspapers. Application forms will be distributed to Community libraries in Gauteng and all Cluster offices of the Department. List of the successful applicants	Calls for grants applications would be advertised in four newspapers. Application forms will be distributed to Community libraries in Gauteng and all Cluster offices of the Department.	Calls for grants applications would be advertised in four newspapers. Application forms will be distributed to Community libraries in Gauteng and all Cluster offices of the

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
			<p>Called for grants applications to be advertised in four newspapers. Application forms were distributed to Community libraries in Gauteng and all Cluster offices of the Department.</p> <p>List of the successful applicants were published in newspapers.</p> <p>The successful grants-in aid applications published in the Departmental Annual report</p> <p>Letters of regret sent to organisations with reason as soon as the adjudication process had been done in June.</p>	<p>will be published in newspapers.</p> <p>The successful grants-in aid applications to be published in the Departmental Annual report.</p> <p>Letters of regret would be sent to organisations with reason as soon as the adjudication process had been done in June</p>	<p>List of the successful applicants will be published in newspapers.</p> <p>The successful grants-in aid applications to be published in the Departmental Annual report.</p> <p>Letters of regret would be sent to organisations with reason as soon as the adjudication process had been done in June</p>	<p>Department.</p> <p>List of the successful applicants will be published in newspapers.</p> <p>The successful grants-in aid applications to be published in the Departmental Annual report.</p> <p>Letters of regret would be sent to organisations with reason as soon as the adjudication process had been done in June</p>
		Information	<p>Information on grants available on the departmental website: www.sacr.gov.za</p> <p>Calls for grant applications advertised in four newspapers</p>	<p>Information on grants available on the departmental website: www.sacr.gov.za, four newspapers, departmental website www.sacr.gov.za and Community libraries and 5</p>	<p>Information on grants available on the departmental website: www.sacr.gov.za, four newspapers, departmental website www.sacr.gov.za and</p>	<p>Information on grants available on the departmental website: www.sacr.gov.za, four newspapers, departmental website www.sacr.gov.za and</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
			<p>Application forms available on departmental website www.sacr.gov.za</p> <p>Application forms available at Community libraries and 5 Cluster offices of the Department</p> <p>Grants-in aid booklets available</p> <p>GACC Act available on the departmental website</p> <p>Road shows held in to inform Arts organizations, Sport clubs and Sport Federations on the grants</p>	<p>Cluster offices of the Department</p> <p>Grants-in aid booklets available</p> <p>GACC Act available on the departmental website</p> <p>Road shows will be held to inform Arts organizations, Sport clubs and Sport Federations on the grants</p>	<p>Community libraries and 5 Cluster offices of the Department</p> <p>Grants-in aid booklets available</p> <p>GACC Act available on the departmental website</p> <p>Road shows will be held to inform Arts organizations, Sport clubs and Sport Federations on the grants</p>	<p>Community libraries and 5 Cluster offices of the Department</p> <p>Grants-in aid booklets available</p> <p>GACC Act available on the departmental website</p> <p>Road shows will be held to inform Arts organizations, Sport clubs and Sport Federations on the grants</p>
		Redress	<p>Grant applicants communicated with and reported to in print and /or electronically by the Grants-in Aid officers</p> <p>Regret letters sent with an explanation of why funding was not allocated to their organization/and for bursary applications</p>	<p>Grant applicants will be communicated and reported to in print and /or electronically by the Grants-in Aid officers.</p> <p>Regret letters would be sent with an explanation of why funding was not allocated to their organization/and for bursary applications</p> <p>Appeals can be lodged to the Grants-in Aid Deputy Director</p>	<p>Grant applicants will be communicated and reported to in print and /or electronically by the Grants-in Aid officers.</p> <p>Regret letters would be sent with an explanation of why funding was not allocated to their organization/and for bursary applications</p>	<p>Grant applicants will be communicated and reported to in print and /or electronically by the Grants-in Aid officers.</p> <p>Regret letters would be sent with an explanation of why funding was not allocated to their organization/and for bursary applications</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
			<p>Appeals can be lodged to the Grants-in Aid Deputy Director Mr. Thabiso Masilo (011) 355 2785 Thabiso.Masilo@gauteng.gov.za</p> <p>Complaints can also be lodged with the Chairperson of the Gauteng Arts and Culture Council and Sports panel, either by an interview or letter.</p>	<p>Mr. Thabiso Masilo (011) 355 2785 Thabiso.Masilo@gauteng.gov.za</p> <p>Complaints can also be lodged with the Chairperson of the Gauteng Arts and Culture Council and Sports panel, either by an interview or letter.</p>	<p>Appeals can be lodged to the Grants-in Aid Deputy Director Mr. Thabiso Masilo (011) 355 2785 Thabiso.Masilo@gauteng.gov.za</p> <p>Complaints can also be lodged with the Chairperson of the Gauteng Arts and Culture Council and Sports panel, either by an interview or letter.</p>	<p>Appeals can be lodged to the Grants-in Aid Deputy Director Mr. Thabiso Masilo (011) 355 2785 Thabiso.Masilo@gauteng.gov.za</p> <p>Complaints can also be lodged with the Chairperson of the Gauteng Arts and Culture Council and Sports panel, either by an interview or letter.</p>
		Value for money	<p>Chairperson of the GACC is the Gauteng representative of the National Arts Council and provide information to avoid double dipping Arts and Culture projects aligned to the Gauteng Creative industries Development Framework to be in line for funding</p> <p>Sport and Recreation projects must effectively implement the Gauteng Sport policy and the</p>	<p>Chairperson of the GACC is the Gauteng representative of the National Arts Council and will provide information to avoid double dipping. Arts and Culture projects aligned to the Gauteng Creative industries Development Framework to be in line for funding; and Sport and Recreation projects must effectively implement the Gauteng Sport policy and the Gauteng sport plan</p>	<p>Chairperson of the GACC is the Gauteng representative of the National Arts Council and will provide information to avoid double dipping. Arts and Culture projects aligned to the Gauteng Creative industries Development Framework to be in line for funding; and Sport and Recreation projects must effectively implement the Gauteng Sport policy and the Gauteng sport plan</p>	<p>Chairperson of the GACC is the Gauteng representative of the National Arts Council and will provide information to avoid double dipping. Arts and Culture projects aligned to the Gauteng Creative industries Development Framework to be in line for funding; and Sport and Recreation projects must effectively implement the Gauteng Sport policy and the</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
			Gauteng sport plan			Gauteng sport plan
		Time	Adverts placed in four newspapers in October. Closing date for applications is 31 March annually	Adverts placed in four newspapers in October. Closing date for applications is 31 March annually	Adverts placed in four newspapers in October. Closing date for applications is 31 March annually	Adverts placed in four newspapers in October. Closing date for applications is 31 March annually
		Cost	R3,03m	R3,467m R1m for Sport	R3,467m R1 m for Sport	R3,467m R1 m for Sport
		Human Resources	1 x Deputy Director 1 x ASD 1X Cultural officer GACC: 7 Council members Sport Panel: 6 members	1 x Deputy Director 1 x ASD 1X Cultural officer GACC: 7 Council members Sport Panel: 6 members	1 x Deputy Director 1 x ASD 1X Cultural officer GACC: 7 Council members Sport Panel: 6 members	1 x Deputy Director 1 x ASD 1X Cultural officer GACC: 7 Council members Sport Panel: 6 members

B. SUB-PROGRAMME: CREATIVE INDUSTRIES (CRAFT HUBS)

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
Implement the Product development, Enterprise development and Market Access Initiatives)	Crafters Designers Creative Industries Enterprises	Quantity	4 Craft hubs	5 Craft hubs	5 Craft hubs	5 Craft hubs
Quality						
		Consultation	Consulted regularly with crafters, designers other Creative Industries role-players, Local Government, other GPG Departments and agencies, e.g. GEP (Gauteng Enterprise propeller), DTI (Department of Trade and Industry)as well as DAC (National department of arts and Culture.	Will consult regularly with crafters, designers other Creative Industries role-players, Local Government, other GPG Departments and agencies, e.g. GEP (Gauteng Enterprise propeller), DTI (Department of Trade and Industry)as well as DAC (National department of Arts and Culture.	Will consult regularly with crafters, designers other Creative Industries role-players, Local Government, other GPG Departments and agencies, e.g. GEP (Gauteng Enterprise propeller), DTI (Department of Trade and Industry)as well as DAC (National department of Arts and Culture.	Will consult regularly with crafters, designers other Creative Industries role-players, Local Government, other GPG Departments and agencies, e.g. GEP (Gauteng Enterprise propeller), DTI (Department of Trade and Industry)as well as DAC (National department of Arts and Culture.
		Access	Facilitated market access and access to other departmental services for the various role-players in the Creative Industries sectors, such as crafters, designers, enterprise and	To facilitate market access and access to other departmental services for the various role-players in the Creative Industries	To facilitate market access and access to other departmental services for the various role-players in the Creative Industries sectors, such as crafters,	To facilitate market access and access to other departmental services for the various role-players in the Creative Industries sectors, such as crafters, designers,

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
			government agencies Exhibitions at DECOREX, Johannesburg Art fair, Sea Expo.	sectors, such as crafters, designers, enterprise and government agencies Exhibitions at DECOREX, Johannesburg Art fair, Sea Expo.	designers, enterprise and government agencies Exhibitions at DECOREX, Johannesburg Art fair, Sea Expo.	enterprise and government agencies Exhibitions at DECOREX, Johannesburg Art fair, Sea Expo.
		Courtesy	The dedicated staff will treat all stakeholders with respect and courtesy	The dedicated staff will treat all stakeholders with respect and courtesy	The dedicated staff will treat all stakeholders with respect and courtesy	The dedicated staff will treat all stakeholders with respect and courtesy
		Openness & Transparency	Participants in the Enterprise Development and Market Access programmes selected in an open and transparent manner Regular reports tabled at various forums The performance of the craft hubs also reported in the Departmental Annual Report	Participants in the Enterprise Development and Market Access programmes will be selected in an open and transparent manner Regular reports will tabled at various forums The performance of the craft hubs also reported in the Departmental Annual Report	Participants in the Enterprise Development and Market Access programmes will be selected in an open and transparent manner Regular reports will tabled at various forums The performance of the craft hubs also reported in the Departmental Annual Report	Participants in the Enterprise Development and Market Access programmes will be selected in an open and transparent manner Regular reports will tabled at various forums The performance of the craft hubs also reported in the Departmental Annual Report
		Information	Information available on the departmental website www.sacr.org.za Information available at the craft hubs in Sedibeng, Ga-Mohale, Tshwane and Ekurhuleni Crafters registered on the	Information available on the departmental website www.sacr.org.za Information available at the craft hubs Crafters registered on the database of the	Information available on the departmental website www.sacr.org.za Information available at the craft hubs. Crafters registered on the database of the	Information available on the departmental website www.sacr.org.za Information available at the craft hubs. Crafters registered on the database of the department

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
			database of the department	department Quarterly newsletter will increase the number of crafters who will gain access to information on the craft development programmes.	department Quarterly newsletter will increase the number of crafters who will gain access to information on the craft development programmes.	Quarterly newsletter will increase the number of crafters who will gain access to information on the craft development programmes.
		Redress	Concerns are dealt with as and when the need arose	Concerns and complaints will be dealt with effectively by the dedicated staff	Concerns and complaints will be dealt with effectively by the dedicated staff	Concerns and complaints will be dealt with effectively by the dedicated staff
		Value for money	The programme was monitored to ensure efficient implementation in accordance with the Business Plan	The monitoring of the implementation of the programme will be strengthened: Benchmarking exercises will be undertaken to ensure learn from best practices; Measures will be developed which will assist in measuring value for money	The monitoring of the implementation of the programme will be strengthened: Benchmarking exercises will be undertaken to ensure learn from best practices; Measures will be developed which will assist in measuring value for money	The monitoring of the implementation of the programme will be strengthened: Benchmarking exercises will be undertaken to ensure learn from best practices; Measures will be developed which will assist in measuring value for money
		Time	Craft hubs opened 5 working days a week	Craft hubs opened 5 working days a week	Craft hubs opened 5 working days a week	Craft hubs opened 5 working days a week
		Cost	R5m R2 m EPWP	R4 m R2 m EPWP	R4 m R2 m EPWP	R4 m R2 m EPWP
		Human Resources	1XDD 1XASD 1X Contract worker	1XDD 1XASD 1X Contract worker	1XDD 1XASD 1X Contract worker	1XDD 1XASD 1X Contract worker

C. SUB-PROGRAMME: HERITAGE

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
Heritage resources identification and protection	Heritage site owners, property developers, heritage practitioners, architects, communities	Quantity	40 sites	25 sites	25 sites	25 sites
Quality						
		Consultation	Consultation took place with site owners, heritage authorities, Government Department, Municipalities and other stakeholders	Consultation will take place with site owners, heritage authorities, Government Department, Municipalities and other stakeholders	Consultation will take place with site owners, heritage authorities, Government Department, Municipalities and other stakeholders	Consultation will take place with site owners, heritage authorities, Government Department, Municipalities and other stakeholders
		Access	Department worked closely with stakeholders to facilitate access the heritage sites	The Department will work closely with stakeholders to facilitate access the heritage sites	The Department will work closely with stakeholders to facilitate access the heritage sites	The Department will work closely with stakeholders to facilitate access the heritage sites
		Courtesy	All stakeholders treated with respect and courtesy	All stakeholders will be treated with respect and courtesy	All stakeholders will be treated with respect and courtesy	All stakeholders will be treated with respect and courtesy
		Openness & Transparency	PHRA-G ensured that in addition to reports being	PHRA-G to ensure that reports are made available to	PHRA-G to ensure that reports are made available	PHRA-G to ensure that reports are

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
			made public, members of the Public will be allowed to access actual meetings of the PHRA-G	the Public as well as copies of the PHRA-G minutes of meetings. Site declarations are gazette Site owners are informed via a letter from PHRA-G on permit applications	to the Public as well as copies of the PHRA-G minutes of meetings. Site declarations are gazette Site owners are informed via a letter from PHRA-G on permit applications	made available to the Public as well as copies of the PHRA-G minutes of meetings. Site declarations are gazette Site owners are informed via a letter from PHRA-G on permit applications
		Information	PHRA-G application form 301 available on departmental website www.sacr.org.za Sites are officially gazette Information on PHRA-G and heritage sites related information available from the Deputy Director 35 Surrey House C/O Rissik and Commissioner street Maphata Ramphele Cell:0835541975	PHRA-G application form 301 available on departmental website www.sacr.org.za Sites are officially gazette Information on PHRA-G and heritage sites related information available from the Deputy Director 35 Surrey House C/O Rissik and Commissioner street Maphata Ramphele Cell:0835541975 Database of heritage register annually updated	PHRA-G application form 301 available on departmental website www.sacr.org.za Sites are officially gazette Information on PHRA-G and heritage sites related information available from the Deputy Director 35 Surrey House C/O Rissik and Commissioner street Maphata Ramphele Cell:0835541975 Database of heritage register annually updated	PHRA-G application form 301 available on departmental website www.sacr.org.za Sites are officially gazette Information on PHRA-G and heritage sites related information available from the Deputy Director 35 Surrey House C/O Rissik and Commissioner street Maphata Ramphele

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
						Cell:0835541975 Database of heritage register annually updated
		Redress	Concerns and complaints dealt with by dedicated staff. Entry point: Deputy Director 35 Surrey House C/O Rissik and Commissioner street Maphata Ramphele Cell:0835541975	Concerns and complaints dealt with by dedicated staff. Entry point: Deputy Director 35 Surrey House C/O Rissik and Commissioner street Maphata Ramphele Cell:0835541975	Concerns and complaints dealt with by dedicated staff. Entry point: Deputy Director 35 Surrey House C/O Rissik and Commissioner street Maphata Ramphele Cell:0835541975	Concerns and complaints dealt with by dedicated staff. Entry point: Deputy Director 35 Surrey House C/O Rissik and Commissioner street Maphata Ramphele Cell:0835541975
		Value for money	Strategic partnerships with GTA, SETA's and research institutes	Strategic partnerships with GTA, SETA's and research institutes	Strategic partnerships with GTA, SETA's and research institutes	Strategic partnerships with GTA, SETA's and research institutes
		Time	Delivered in accordance with Business Plan	Will be delivered in accordance with Business Plan	Will be delivered in accordance with Business Plan	Will be delivered in accordance with Business Plan
		Cost	R800 k	R1,004m	R1,004m	R1,004m
		Human Resources	Business case was done on the operational model of the PHRA-G	1XDD 1XASD 1X Heritage officer	1XDD 1XASD 1X Heritage officer	1XDD 1XASD 1X Heritage officer

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
			1XDD 1XASD 1X Heritage officer			

D. SUB-PROGRAMME: LIBRARY, INFORMATION AND ARCHIVAL SERVICES

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
Construction of community library infrastructure s	Municipal library and information services Communities of Gauteng	Quantity	6 libraries constructed Transferred R62,807.000 to municipalities for improvement of community library services (100% of earmarked funds)	6 libraries built	6 libraries built	6 libraries built
Quality						
		Consultation	Planning and implementation meetings were held on a quarterly basis with Municipal library managers, National treasury and Provincial treasury	Planning and implementation meetings will be held on a quarterly basis with Municipal library managers, National treasury and Provincial treasury	Planning and implementation meetings will be held on a quarterly basis with Municipal library managers, National treasury and Provincial treasury	Planning and implementation meetings will be held on a quarterly basis with Municipal library managers, National treasury and Provincial treasury
		Access	Access was provided to library information services, resources and funding by SACR	Access will be provided to library information services, resources and funding by SACR	Access will be provided to library information services, resources and funding by SACR	Access will be provided to library information services, resources and funding by SACR
		Courtesy	Officials provided services to the Municipal library managers and other stakeholders with respect and courtesy	Officials will be providing services to the Municipal library managers and other stakeholders with respect and courtesy	Officials will be providing services to the Municipal library managers and other stakeholders with respect and courtesy	Officials will be providing services to the Municipal library managers and other stakeholders with respect and courtesy
		Openness & Transparency	The municipal library managers were informed about the criteria for	The municipal library managers will be informed about the criteria for	The municipal library managers will be informed about the criteria for	The municipal library managers will be informed about the criteria for

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
			<p>allocation of funding, and what was expected of them in order to comply.</p> <p>Transfers were published in the provincial Gazette</p> <p>Transfer payments were also published in the Departmental Annual report</p>	<p>allocation of funding, and what was expected of them in order to comply, transfers will be published in the provincial Gazette and Departmental Annual report</p>	<p>criteria for allocation of funding, and what was expected of them in order to comply, transfers will be published in the provincial Gazette and Departmental Annual report</p>	<p>allocation of funding, and what was expected of them in order to comply, transfers will be published in the provincial Gazette and Departmental Annual report</p>
		Information	<p>Information was distributed via e-mails, meetings, formal letters, verbally, Government Gazettes and the departmental Annual Report</p>	<p>Information will be distributed via e-mails, meetings, formal letters, verbally, Government Gazettes and the departmental Annual Report</p>	<p>Information will be distributed via e-mails, meetings, formal letters, verbally, Government Gazettes and the departmental Annual Report</p>	<p>Information will be distributed via e-mails, meetings, formal letters, verbally, Government Gazettes and the departmental Annual Report</p>
		Redress	<p>Municipal library managers were encouraged to bring any complaints to the attention of the Director LIS: Mrs J.M. Meyer 0835078032 Koekie.Meyer@gauteng.gov.za</p>	<p>Municipal library managers will be encouraged to bring any complaints to the attention of the Director LIS: Mrs J.M. Meyer 0835078032 Koekie.Meyer@gauteng.gov.za</p>	<p>Municipal library managers will be encouraged to bring any complaints to the attention of the Director LIS: Mrs J.M. Meyer 0835078032 Koekie.Meyer@gauteng.gov.za</p>	<p>Municipal library managers will be encouraged to bring any complaints to the attention of the Director LIS: Mrs J.M. Meyer 0835078032 Koekie.Meyer@gauteng.gov.za</p>
		Value for money	<p>Municipalities followed their supply chain policies and procedures</p>	<p>Municipalities will follow their supply chain policies and procedures to ensure that</p>	<p>Municipalities will follow their supply chain policies and procedures</p>	<p>Municipalities will follow their supply chain policies and procedures to ensure that</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2014/2015	2015/2016	2016/2017	2017/2018
			to ensure that value for money was achieved in the rendering of services. SACR undertook regular monitoring visits (124) to ensure implementation according to Service Level Agreements with the Municipalities	value for money will be achieved in the rendering of services SACR will undertake regular monitoring visits (124) to ensure implementation on according to Service Level Agreements with the Municipalities	to ensure that value for money will be achieved in the rendering of services SACR will undertake regular monitoring visits (124) to ensure implementation on according to Service Level Agreements with the Municipalities	value for money will be achieved in the rendering of services SACR will undertake regular monitoring visits (124) to ensure implementation on according to Service Level Agreements with the Municipalities
		Time	Library information services, resources and funding were provided in accordance with Business Plan timeframes	Library information services, resources and funding will be provided and delivered in accordance with Business Plan timeframes and Service Level Agreements	Library information services, resources and funding will be provided and delivered in accordance with Business Plan timeframes and Service Level Agreements	Library information services, resources and funding will be provided and delivered in accordance with Business Plan timeframes and Service Level Agreements
		Cost	R62,807.000 (Conditional Grants)	R60m(Conditional Grants) R17,5 (Voted Funds)	R60m(Conditional Grants) R17,5 (Voted Funds)	R60m(Conditional Grants) R17,5 (Voted Funds)
		Human Resources	1XDirector 1XDD 3XASD	1XDirector 1XDD 3XASD	1XDirector 1XDD 3XASD	1XDirector 1XDD 3XASD

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2013/2014	2015/2016	2016/2017	2017/2018
Active Ageing	All older persons including those from rural and disadvantaged areas (20PTP) aged 60 years and older(targeting Siyadlala Hubs)	Quantity	98x participants 53x Male 43 Female 15 x Officials 4 -Technical officials 4- Care givers (DHSD and Age in Action) 1 -Chef de mission 1-team manager 1-Communications officer 1 -Medical officer 1 -programme coordinator 2 -Provincial	98x participants 53x Male 43 Female 15 x Officials 4 -Technical officials 4- Care givers (DHSD and Age in Action) 1 -Chef de mission 1-team manager 1-Communications officer 1 -Medical officer 1 -programme coordinator 2 -Provincial	98x participants 53x Male 43 Female 15 x Officials 4 -Technical officials 4- Care givers (DHSD and Age in Action) 1 -Chef de mission 1-team manager 1-Communications officer 1 -Medical officer 1 -programme coordinator 2 -Provincial	98x participants 53x Male 43 Female 15 x Officials 4 -Technical officials 4- Care givers (DHSD and Age in Action) 1 -Chef de mission 1-team manager 1-Communications officer 1 -Medical officer 1 -programme coordinator 2 -Provincial
Quality						
		Consultation	Partnerships - Dept. Health - Dept. Social Services - Local Government - Age in Action.	Consultation will be done with all relevant stakeholders such as Dept. Health, Dept. Social Services, Local Government, and Age in Action	Consultation will be done with all relevant stakeholders such as Dept. Health, Dept. Social Services, Local Government, and Age in Action	Consultation will be done with all relevant stakeholders such as Dept. Health, Dept. Social Services, Local Government, and Age in Action
		Access	- 27 geographical siyadlala hubs across the province are sourced. 25 Service centers across the	Services will be accessible in all resourcced 27 geographical hubs the province, 25 service centers across the province (Department of Social	Services will be accessible in all resourcced 27 geographical hubs the province, 25 service centers across the	Services will be accessible in all resourcced 27 geographical hubs the province, 25

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2013/2014	2015/2016	2016/2017	2017/2018
			province (DSD))	Development)	province (Department of Social Development)	service centers across the province (Department of Social Development)
		Courtesy	At all times during the consultative process, the aged were treated with respect and dignity The necessary stakeholders and SACR established a rapport	At all times during the consultative process, the aged will be treated with respect and dignity; and necessary stakeholders and SACR has established a rapport	At all times during the consultative process, the aged will be treated with respect and dignity; and necessary stakeholders and SACR has established a rapport	At all times during the consultative process, the aged will be treated with respect and dignity; and necessary stakeholders and SACR has established a rapport
		Openness & Transparency	All relevant stakeholder meetings were held and conducted in a transparent manner, necessary Minutes documented	All relevant stakeholders meetings will be held and conducted in a transparent manner, necessary Minutes will be documented	All relevant stakeholders meetings will be held and conducted in a transparent manner, necessary Minutes will be documented	All relevant stakeholders meetings will be held and conducted in a transparent manner, necessary Minutes will be documented
		Information	Information received from National and Provincial depts. cascaded to relevant individuals at grass root level. All information readily available	Information received from National and Provincial depts will be cascaded to relevant individuals at grass root level. All information will be made available	Information received from National and Provincial depts will be cascaded to relevant individuals at grass root level. All information will be made available	Information received from National and Provincial depts will be cascaded to relevant individuals at grass root level. All information will be made available
		Redress	Objectives achieved -to enhance the quality of life and improve health of older	The service would enhance the quality of life and improve health of older persons; to	The service would enhance the quality of life and improve health of	The service would enhance the quality of life and improve

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2013/2014	2015/2016	2016/2017	2017/2018
			<p>persons</p> <ul style="list-style-type: none"> -to create awareness on the abilities and capabilities of older persons in sport and recreational activities -to embrace active ageing 	<p>create awareness on the abilities and capabilities of older persons in sport and recreational activities; and to embrace active ageing</p>	<p>older persons; to create awareness on the abilities and capabilities of older persons in sport and recreational activities; and to embrace active ageing</p>	<p>health of older persons; to create awareness on the abilities and capabilities of older persons in sport and recreational activities; and to embrace active ageing</p>
		Value for money	<p>Enhanced the quality of life and improved health of older persons</p> <ul style="list-style-type: none"> -promoted optimal level of social, physical, mental and emotional well being -prevented the delay and onset of ageing <p>Trained technical officials with rules governing the Golden Games Provincial attire procured and supplied to participants and officials.</p>	<p>Will enhanced the quality of life and improved health of older persons</p> <ul style="list-style-type: none"> -Will promote optimal level of social, physical, mental and emotional well being -Will strive to delay the onset of ageing <p>Will train technical officials with rules governing the Golden Games. Provincial attire will be procured and supplied to participants and officials</p>	<p>Will enhanced the quality of life and improved health of older persons</p> <ul style="list-style-type: none"> -Will promote optimal level of social, physical, mental and emotional well being -Will strive to delay the onset of ageing <p>Will train technical officials with rules governing the Golden Games. Provincial attire will be procured and supplied to participants and officials</p>	<p>Will enhanced the quality of life and improved health of older persons</p> <ul style="list-style-type: none"> -Will promote optimal level of social, physical, mental and emotional well being -Will strive to delay the onset of ageing <p>Will train technical officials with rules governing the Golden Games. Provincial attire will be procured and supplied to participants and officials</p>
		Time	September-October	April-August	April-August	April-August

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
			2013/2014	2015/2016	2016/2017	2017/2018
		Cost	Transport: Accommodation: Send Off: Attire: Training	Transport Catering	Transport Catering	Transport Catering
		Human Resources	16 Train the Trainer technical officials with rules governing to Golden Games Older persons	To train 20 technical officials on the Golden Games Rule Book	To train 25 technical officials on the Golden Games Rule Book	To train 30 technical officials on the Golden Games Rule Book