

Vote 14



**Hon MEC  
SIBULELE NGONGO**  
Dept of Sport, Recreation, Arts and Culture



*"Celebrating 150 Years of the Birth of SEK Mqhayi"*

# STRATEGIC PLAN

## 2025/2030

'A United Active and Winning Province Through Sports, Recreation, Arts, Culture & Heritage'





## EXECUTIVE AUTHORITY STATEMENT

Deducing from the various stakeholder engagement sessions held in the eight districts of the province, there is a strong call from the EC community for the department to provide greater leadership in cultural and creative planning and development and specifically to direct this leadership to support change both inside the department and within the community to **advance cultural and creative industries' development in the province**. We are fortunate to have so much talent in a range of practices in the province. With such incredible creative products and cultural venues here at home, with digital platforms providing greater access to global markets (*as it has been experienced with National Arts Festival*), and as we move forward, now is an opportune time for government to implement a strategy to grow this sector. During the five-year planning period we will **map out an inclusive, collaborative plan** that offers a solid foundation from which creative and cultural industries in the province can find new pathways to flourish, honour commitments to reconciliation; and propel the sector further on the national and global stages. I believe that **investments in people, products, and infrastructure** are all required to ensure a solid foundation is in place from which the sector can thrive.

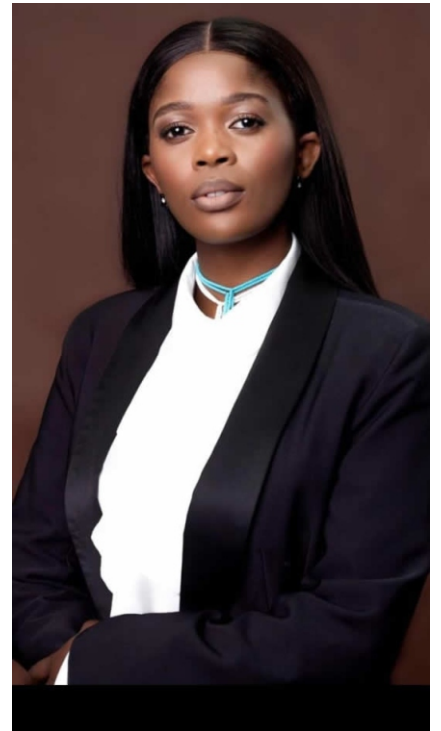
Our heritage is reflected in our landscapes, in the buildings and places that survive to this day, in the stories we tell about ourselves, the traditions we maintain, and in the objects that connect us to the past. There is significant potential to unlock our heritage places and stories to create experiences that showcase Eastern Cape Province's distinctive history, enhance its unique appeal, and encourage visitors to stay longer and spend more in the province. We will **work with institutions of higher learning and other agencies to facilitate research** on the identified heritage resources for the purpose of tapping on their economic and social values.

We should take advantage of the benefits heritage provides by **leveraging and repurposing our heritage assets for tourism**. Strengthening the connections between heritage and tourism can help grow the visitor economy and support tourism activity in our towns and districts.

This Strategic Plan affirms government's strategic commitment to work with the library community to **improve access and support the changing role of today's libraries**. To achieve this noble vision, the department will continue to provide free access to library and information services which assist in meeting the recreational, informational, and cultural needs of the people of the Eastern Cape and beyond; provide library facilities appropriate to the needs of the population; provide appropriate access to online service and ensure that library services and resources continue to maximise responsiveness to client needs. By sharing innovative technologies and services, libraries are expanding services beyond their physical walls.

In the next five-year planning period, we will be much bolder in harnessing the potential of sport and recreation for social good. In delivering this 2025-30 Strategic Plan we will **change sport and recreation funding** so it is no longer merely about how many people take part, but rather how the sector can have a meaningful and measurable impact on improving people's lives. For example, in a sport like cricket where participation will fall when it rains, future funding will depend less on the weather and more on the impact cricket delivers in improving community cohesion and continuing to raise standards in school sport. As part of this, we will also target funding at groups which have traditionally had lower participation rates, including extending the programmes to **engage people from as young as five**, to help create a much healthier and more active nation.

Many different organisations will have a role to play in the development and promoting of sport and recreation in the province. This is not simply about how government invests its money through DSRAC, it is also equally about how **local government invests** their sport budgets, especially the Municipal Infrastructure Grant and how the **non-governmental organisations** (NGOs) decide to invest in their sports, how **charities focus** their activities and how the scale and reach of the **private sector**, which delivers a huge amount of sport and recreation through gyms, leisure centres, privately owned facilities and events, can all work together and bring their collective power to bear to deliver for the public.



The role that the sector plays in the economy, providing jobs and driving growth domestically and exports abroad cannot be overemphasized. The more successful the sporting economy is, the more people are being physically active and vice versa. Together with private sector, we will work to **enhance the contribution of sport to the economy**, by **establishing a Sports Business Council** to develop a new business strategy that will help support growth, improve access to finance and develop skills in the sport and recreation sector.

As MEC for Sport, I am passionate about building a healthier nation by tackling high levels of inactivity and the key to this is engaging young people. My ambition is to help children into a lifetime of sport from a young age, whilst supporting the sport sector to be welcoming to all. Part of that includes being given opportunities to compete and excel, part of it is nurturing the habit of being up and active. We are proud to fund the **active schools programme**, which is vital in providing these opportunities, and identifying key partners to help support children and coalesce around a shared focus on physical activity. This programme will focus on identifying quintile 1 - 3 schools for a period of 3 to 5 years (*or as determined by national schools, sport framework*) providing opportunities for children and young people to get involved and stay involved in sport and recreation. I am convinced that this approach will bring about a change in the development of sport in our rural schools and make a significant contribution to a world-class sporting system in the province. On the same token, we will also **introduce a young ambassador programme** with a view to promoting sport and recreation, motivating and inspiring young people to get involved in sport in a wide range of settings within their local communities, including schools, clubs, and community organisations.

We will further review our **community hub model** to help build capability and capacity of organisations in the rural and semi-urban spaces by providing a common reference point to improve sport and recreation system and deliver the priorities as per community needs. We are reaffirming our commitment to national and global competitiveness but also extend that ambition to rural, semi-urban or urban areas where the department will support success through grassroots investment in sport and recreation, and by undertaking best-practices/expertise.

We will continue with the implementation and or introduction of **learn to swim programme** in identified rural areas with a view to increase number of children achieving swimming proficiency. The eastern side of the province should be prioritised.

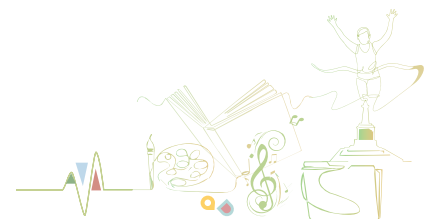
Working with our sport federations, we will also **strengthen our academy programme** to prioritise long-term elite success by examining how our investments in school sport, club development, coaching and academy facilities (especially district satellite academies) can best support the identification and development of talent in all parts of the province. As part of this renewed provincial effort, the Eastern Cape Academy of Sport as an institution will also share its expertise in sports science, medicine, technology, and performance management with sport federations/organisations, including governing bodies of non-Olympic sport.

In conclusion, I would like to express my appreciation to the Head of Department, the hardworking and dedicated staff; and all the stakeholders who contributed to the development of this Strategic Plan. Your input and expertise have been invaluable in shaping our vision and priorities for the next five years. Your commitment to our mandate and vision is crucial to our success, and I am confident that together, we can make a meaningful difference in people's lives.



SIBULELE NGONGO  
MEMBER OF THE EXECUTIVE AUTHORITY  
DEPARTMENT OF SPORT, RECREATION, ARTS AND CULTURE

DATE 07/04/2025



## ACCOUNTING OFFICER STATEMENT

The department needs to develop internal communication structures or strengthen its participation in the relevant cluster working group (e.g., ESIED) to coordinate across relevant departments, municipalities and public entities that can collaborate in developing CCIs. Civil society should also organise and or re-organise itself to both become a strong partner to the government and advocate for the CCIs. Cultural and creative products lack a strong, saleable brand and image provincially and, to a larger extent nationally and globally. Brand and communication campaigns could highlight the sector's importance and role in everything from job creation to social cohesion and cultural diplomacy. Campaigns could also help the province's market cultural and creative products and enhance the overall image of the Eastern Cape – it is people, culture, traditions, voice, practices, and other new possibilities. In addition, strengthening the “Creative EC” brand could promote exports of creative goods and services and increase their attractiveness in the international cultural and creative tourism market.

Furthermore, creation and innovation are at the centre of CCIs, but they must be supported by an efficient and effective intellectual property framework, including the ability to register and protect creative work in a way that enables and ensures monetization in the short, medium, and long term for creators. The CCIs tend to require public and other investment, but creative entrepreneurs need support and resources to develop and implement their projects; and to scale them, as they are often either labour, equipment, or technology dependent. The CCIs tend to struggle to access even microfinance, due to the variability of earnings and its impact on credit scores. As a result, banks need to work to understand the sector, and its potential, and adapt their policies to offer creative workers access to loans; and support efforts to build their creditworthiness. In addition to traditional private financing, other forms of support, such as tax incentives, social schemes, and public funding – such as permanent tenders and sporadic public procurement – are essential.



While structures to train and upskill people to work in the CCIs exist, more teachers and materials are needed improve the quality and quantity of human resources required for the growth of more vibrant CCIs. Besides training focused on cultural and creative professions, training in cultural management, entrepreneurship, finance, international promotion, and marketing is also essential.

Improvements in the province's physical infrastructure, including cultural spaces, access to electricity and mobility, are necessary to provide spaces for creating, distributing, and consuming art, culture, and creativity. This is coupled with improvements in the quality and affordability of Internet distribution where it exists and installation in areas where it does not exist. These are all essential for developing the CCIs; and indeed, entire supportive ecosystems that prompt growth.

The department, through its Library and Archives Services, will continue to facilitate lifelong learning by connecting the community, collections, programmes, and technology. We will achieve this by enabling free access to information, sharing knowledge, providing inclusive and accessible services for all, improving the popular traditional services while adapting to innovations, striving to be ethically, financially, socially, and environmentally sustainable as a resilient community resource, providing adaptable and flexible spaces and services, and reflecting and enhancing the culture of the Eastern Cape Province. problems and other conditions associated with inactivity that cost the country billion of rands each year. We will continue to ensure there is a coordinated and standardised approach in the management of records during the five-year planning period, with ongoing commitment to the preservation of archives. Up to now our focus has been on how many people we could get to meet our definition of playing sport, and how many medals we could win. This approach is too simplistic. It does a disservice to sport, the impact of which is broader and far more complex, it does a disservice to the public whose money we are spending, and a disservice to those lives we must focus on improving. The impact that sport has on physical and mental health, from dementia-friendly swimming sessions to street football for unemployed youngsters, alongside sport and recreation more broadly, shows the power to transform people's wellbeing and create a fitter, healthier and happier nation. This has never been more important, when we are battling with growing levels of obesity and diabetes, mental health I also know the role that sport plays in the economy, providing jobs and driving growth domestically and exports abroad.

The more successful the sporting economy is, the more people are being physically active and vice versa. Through private sector providers of sport, the low-cost gyms or the disruptive new technologies breathing new life into grassroots sport right through to the dramatic transformation of deprived rural areas demonstrates sport is central to economic success. At the heart of this new strategy sit five simple but fundamental areas, thus - physical health, mental health, individual development, social and community development and economic development. It is these areas that will define who we fund, what we fund and where our priorities lie in future. It sets the pathway for sport and recreation for the next five years. This is the new sporting formation for the future, and I look forward to working right across the sector to deliver it.

Furthermore, we will stand up for the integrity of the sports we love. We should be proud and similarly determined to play a leading role in putting things right, improve governance with zero tolerance on fraud and corruption. We will set a new standard and establish a governance code that will be rigorously enforced in all sport federations/organisations and recreation organisations that receive public funding. The code will be mandatory for all sport and recreation bodies that want to receive public funding from 2025/26 financial year. Tackling corruption in sport will also be a key part of my Sport and Recreation Indaba during the first quarter of the 2025/26 financial year. We will therefore make this sector stronger and more resilient through changes in governance, developing the workforce, and reducing the reliance on public funding.



PHUMZA MFENYANA  
**ACTING HEAD OF DEPARTMENT**  
**DEPARTMENT OF SPORT, RECREATION, ARTS AND CULTURE**

DATE 07/04/2025



## OFFICIAL SIGN-OFF

It is hereby certified that this 2025 – 2030 Strategic Plan:

- Was developed by the management of the Department of Sport, Recreation, Arts and Culture, under the guidance of the Executive Authority, Ms S. Ngongo.
- Takes into account all the relevant policies, legislation and other mandates for which the Sport, Recreation, Arts and Culture is responsible.
- Accurately reflects the Impact and Outcomes which the Sport, Recreation, Arts and Culture will endeavour to achieve over the period of 5 years.



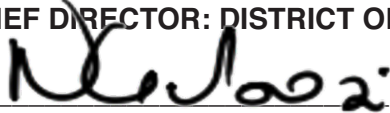
N. FOLOLO  
CHIEF DIRECTOR: CORPORATE SERVICES.

DATE 07/04/2025



M. GODOLA  
ACTING CHIEF DIRECTOR: DISTRICT OPERATIONS

DATE 07/04/2025



T. GOBOZI-NIBE  
CHIEF DIRECTOR: CULTURAL AFFAIRS

DATE 07/04/2025



A.A. ZUMANA  
CHIEF DIRECTOR: SPORT AND RECREATION

DATE 07/04/2025



N. ADONIS  
CHIEF FINANCIAL OFFICER

DATE 07/04/2025



MAGADLA K.H.  
HEAD OFFICIAL RESPONSIBLE FOR PLANNING

DATE 07/04/2025



P. MFENYANA  
ACTING HEAD OF DEPARTMENT

DATE 07/04/2025

Approved by:



S. NGONGO  
MEMBER OF THE EXECUTIVE AUTHORITY

DATE 07/04/2025

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## PART A: OUR MANDATE

### 1. Constitutional mandate

**The Department functions within the legislative mandates that are referred to below:**

**The Constitution of the Republic of South Africa, 1996**

**Schedule 4:** Functional Areas of Concurrent National and Provincial Legislative Competence

**Cultural matters:** The Department works with the National Department of Arts and Culture and associated organs of state regarding concurrent arts, culture, and heritage matters.

**Schedule 5:** Functional Areas of Exclusive Provincial Legislative Competence

- Archives other than national archives:
- Libraries other than national libraries
- Museums other than national museums
- Provincial cultural matters (including heritage resources and geographical names)
- Provincial recreation and amenities
- Provincial Sport

**Section 195** of the Constitution

The Department is required to adhere to the basic values and principles governing public administration as enshrined in Section 195.

### 2. Legislative and Policy mandates

National and Provincial legislation	Key Responsibilities placed on the Department
<b>Cultural Institutions Act, 1998</b>	The Department must liaise and co-operate with nationally declared cultural institutions regarding arts, culture, and heritage matters.
<b>Cultural Promotions Act, 1983</b>	This legislation was assigned to the Eastern Cape and the Department is responsible for complying with the provisions of the Act.
	The Department is responsible for meeting the National norms and standards set in the legislation.
<b>National Arts Council Act, 1997</b>	The Department is responsible for the nomination of an Eastern Cape provincial representative on the National Arts Council, and for National Arts Council funding for the development of arts and culture in the Eastern Cape.

<b>National and Provincial legislation</b>	<b>Key Responsibilities placed on the Department</b>
<b>National Heritage Council Act, 1999</b>	The Department is responsible for the nomination of an Eastern Cape provincial representative on the National Heritage Council (NHC), and for coordinating activities related to funding and projects that the NHC is conducting in the Eastern Cape.
<b>National Heritage Resources Act, 1999</b>	The Department ensures compliance by overseeing the nomination of an Eastern Cape provincial representative on the Council of the South African Heritage Resources Agency (SAHRA).
	The Department ensure compliance with the legislation in that the Member of the Executive Council responsible for heritage matters, must appoint a Council for the Eastern Cape Provincial Heritage Resources Authority (ECPHRA).
<b>South African Geographical Names Council Act, 1998</b>	The Department is responsible for complying with the Provisions in the legislation to nominate an Eastern Cape representative on the South African Geographical Names Council, to research geographical names in the Eastern Cape to ensure standardisation and where necessary, to facilitate consultation regarding proposed changes to these names.
<b>National White Paper on Arts, Culture and Heritage (1996)</b>	The policy paper provides a national framework for a joint policy for both the national and all nine provinces for policy on arts, culture and heritage.
<b>Guidelines for national and provincial departments for the preparation of an M&amp;E framework.</b>	The guidelines provide for the development of a monitoring and evaluation framework in all government institutions
<b>EC Use of Official Languages Act 2016</b>	Meant to regulate and monitor the use of official languages in terms of Section 6(3) and (4) of the Constitution.
<b>Eastern Cape Provincial Library and information services Act No 6 of 2003</b>	This is the provincial Act that regulates the rendering of library services
<b>National Archives and Records Service Act, No. 43 of 1996 as amended</b>	Public records identified in a disposal authority as having enduring value shall be transferred to an archives repository when they have been in existence for 20 years

<b>National and Provincial legislation</b>	Key Responsibilities placed on the Department
<b>Provincial Archives and Records Service Act, No 7 of 2003, Eastern Cape</b>	The Provincial Archives preserve and maintain public and non-public records with enduring value for use by public and Provincial Administration
<b>Minimum Information Security Standards of 1996 (MISS)</b>	The responsibility of grading and degrading of document classifications rests with the institution where the documents have their origin
<b>Electronic Communications and Transactions Act, No 25 of 2002 (ECTA)</b>	The evidential weight of electronic records (including e-mails) would depend amongst others on the reliability of the manner in which the messages were managed by the originator
<b>Copyright Act No 9 of 2002 as amended</b>	Copyright prevents illegal duplication, destruction of original work and legally protects originator of literary work, music, and artwork against copying
<b>White Paper on the Rights of Persons with Disabilities (WPRPD) 2015</b>	Embedding disability mainstreaming in governance and administrative systems and ensuring that ALL persons with disabilities and their families benefit
<b>Public Finance Management Act No 1 of 1999 (PFMA)</b>	The purpose of this Act is to regulate financial management in the public service and to prevent corruption, by ensuring that all governmental bodies manage their financial and other resources properly
<b>Division of Revenue Act</b>	The Department receives conditional grants in terms of the Division of Revenue Act (DoRA) and is responsible for the management of these funds.
<b>Public Service Amendment Act No Act 30 of 2007</b>	The Act makes provision for the organisation and administration of the Department, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and related matters.
<b>Municipal Finance Management Act No 56 of 2003 (MFMA)</b>	This Act regulates the utilization of finances by municipalities. Municipalities are key service delivery partners in libraries
<b>Promotion of Access to Information Act No 2 of 2000 (PAIA)</b>	The purpose of this Act is to promote transparency, accountability, and effective governance by empowering and educating the public
<b>Promotion of Administrative Justice Act No 3 of 2000 (PAJA)</b>	This Act imposes a duty on the state to ensure that the administrative action is lawful, reasonable, and procedurally fair
<b>Promotion Of Personal Information Act No 4 of 2013 (POPIA)</b>	Promotes the protection of personal information by public and private bodies

### 3. Institutional policies and strategies over the five-year planning period

#### 3.1 Institutional policies

The department will continue to identify and prioritise legislation to be repealed, amended or drafted anew. This will be in line with the approved legislative programme to be submitted each calendar year to the Leader of Government Business in the Eastern Cape Provincial Legislature.

Coordinating and prioritizing the sector (*i.e. sport, recreation, arts, culture, heritage, library and archives*) within provincial government programs and policies is essential to creating a responsive framework of support. This includes increasing capacity development and empowering the sector to share its unique products and experiences within the province and with outside markets. Effective and inclusive programs and services will result from the collaborative development and or review of policies and honouring government's commitment to social cohesion. The following policies and framework documents are in the process of being reviewed or developed.

- ECPACC Act
- EC Use of Official Languages Regulations
- Eastern Cape Community Arts Centres Policy
- Eastern Cape Film and Video Policy
- Eastern Cape Music Policy
- Eastern Cape Visual Arts, Craft and Design Policy
- Provincial Policy on Exhumation Repatriation and Reburial of remains of victims of conflicts
- Museum Policy
- Heritage Resource Management Policy
- Provincial Records Management Policy
- Provincial Rate Card Policy
- Collection Development Policy
- Internet Access Policy for Public Libraries

DSRAC will focus on consolidating institutional policies to ensure that they adequately enhance the work environment of employees. The policies cover a wide area and include human resource management, financial management, supply chain management, audit, monitoring and evaluation, IT, amongst others. In addition to other administrative measures meant to augment the department service delivery initiatives, we will continue to monitor areas that require new policy interventions either through research and policy development or through policy formulation.

#### 3.2 Institutional strategies

The diverse and unique nature of the department requires sector specific plans and as well as functional strategies. During the 7<sup>th</sup> Administration the focus will be on the development and review of the following plans and strategies

- a) Arts and culture sector plans (Performing Arts, Visual Arts and Craft, etc.)
- b) EC Sport and Recreation Plan
- c) Disability Strategy
- d) Communication Strategy
- e) Integrated Human Resource Plan/strategy.

## 4. Relevant Court Rulings

The following court rulings have an impact on the mandate of the Department and must therefore be considered in the planning process.

Court Case	Impact
Chairpersons' Association v Minister of Arts and Culture and Others [2007] 2 All SA (SCA)	The case concerns the Supreme Court of Appeal's examination of the process for changing town names, specifically focusing on the extent of public consultation required, in the context of the South African Geographical Names Council Act.
Gees v The Provincial Minister of Cultural Affairs and Sport (974/2015) [2015] ZASCA	The SCA dismissed an appeal regarding a property owner's desire to redevelop a property with a building older than 60 years, focusing on the powers of provincial heritage authorities to impose permit conditions regulating future development.
Ndumo v Minister of Arts and Culture N.O (CA 81/2020) [2022] ZAECGHC	The court re-emphasized the importance of adequate public consultation with communities and stakeholders in the standardization of geographical names. The court held that it was not necessary to delve into the merits of the name change itself, but rather to examine whether the decision was based on sound legal principles and proper procedures.

## PART B: OUR STRATEGIC FOCUS

### 5. Vision, mission, and value statements

**VISION** "A United, Active and Winning Province through Sport, Recreation, Arts, Culture & Heritage"

**MISSION** "Developing, Preserving and Promoting Sport, Recreation, Arts, Culture and Heritage for Spiritual, Intellectual, and Socio-Economic Upliftment of the people of the Eastern Cape"

#### Value Statement

#### VALUES

#### WHAT IT MEANS

**Unity of purpose** Working together, using different strategies and approaches, to achieve common goals.

**Respect** Treating customers, the way you would want to be treated  
**Communication** Sharing precise and unambiguous communicative commonalities internally and externally in all forms

**Equity** Impartial, fair, and just provision of services to all Eastern Cape citizens

**Accountability** Obligated to improve services, pursue excellence and answerable for our action

### 1. Situational Analysis

The analysis of the external and internal environment should be read with section 2 in Part A, as the sector policy context, mandate strategies and court rulings described generally affect both the external and internal environment relevant to sport, recreation, arts, and culture.



Prior to the development of this Strategic Plan, wider consultation and engagement took place through workshops and one-on-one interview processes with different business units, branches and chief directorates. The department also reviewed the opportunities and challenges that provincial demographic, social, economic and technological changes have had in the sector and the communities we serve. Through this process, the department leveraged the insights and expertise of participants to gain a better understanding of where the sector is seeing continued success, where it is experiencing challenges, and what opportunities exist that can be leveraged to enable it to work together and better serve its communities. Additionally, the office of the executive authority conducted a stakeholder engagement session and participated in formal platforms such as Min-MEC, Cabinet Makgotlas, etc. to gain further insights into strategic directions both provincially and nationally. Transformation requires the department to regularly engage external organizations, peer institutions, and clients/customers, to drive innovation and demonstrate leadership. Recognizing that inputs and feedback from stakeholders is critical in developing strategies that are responsive and supportive of progress for sector services, this plan was developed based on consultation and engagement. The information and feedback received through this process formed the foundation to the development of this Strategic Plan. Wider consultation and engagement took place through workshops and one-on-one interview processes.

The Department also reviewed the opportunities and challenges that provincial demographic, social, economic and technological changes have had in the sector and the communities we serve. Through this process, the department leveraged the insights and expertise of participants to gain a better understanding of where the sector is seeing continued success, where it is experiencing challenges, and what opportunities exist that can be leveraged to enable it to work together and better serve its communities.

As the first step towards developing 2025/30 Strategic Plan, the Strategic Management Division within the department commenced with facilitating an environmental scan at district and chief directorate level in August 2024. This enabled more officials and stakeholders within the department to contribute and participate in the annual planning processes. An environmental analysis working document template with guidelines and targeted questions was developed. Various planning tools such as SWOT, PESTEL and McKinsey 7's framework, were used at the different stages of planning to provide a comprehensive view of the results chain and other factors such as assumptions and risks which will contribute to the achievement of Results Based planning. For this planning cycle, engagement sessions were held and guidance was provided to address amongst others, the following areas: DSRAC mandate, outcomes, current performance, an environmental analysis with a corresponding response plan; existing commitments; identification of obsolete outputs, new MTSF commitments, amongst others. In the form of groups, participants were required to use the environmental analysis conducted and to develop presentations which covered, amongst others, the following: - SWOT analysis; key projects envisaged for 2025/6 together with corresponding budget; envisaged commitments to the new 2025 – 2030 MTSF and initiatives to respond to the youth, women, gender-based violence and people with disabilities. A departmental SWOT was compiled through consolidating of inputs from attendees

Additionally, the office of the executive authority conducted a stakeholder engagement session and participated in formal platforms such as Min-MEC, Cabinet Makgotlas, etc. to gain further insights into strategic directions both provincially and nationally. Information gathered was delivered and informed the 3-day departmental strategic planning session, facilitated by the Office of the Premier (EC) and led by the Executive Authority/Member of the Executive Council (MEC) together with senior management of the department and stakeholders. These strategic dialogues included representatives from the following sport, arts, culture and heritage organisations and institutions, namely, the EC Sport Confederation, Representatives from District Sport Councils; PE Opera House; Eastern Cape Audio-Visual Centre (ECAVC); Eastern Cape Provincial Arts and Culture (ECPACC); Eastern Cape Provincial Heritage Resources Authority (ECPHRA); Eastern Cape Provincial Geographical Names Committee (ECPGNC); Archives Council, Library Council, Archive Council, Museum boards; government Departments and municipalities.

The department's responses to the issues identified in the SWOT above are included in the comprehensive situational analysis and discussed under relevant outcome to which they predominantly contribute. Following the strategic sessions held between August and September 2024, and compilation of SWOT analysis the programme presentations were enriched in November 2024 and core deliverables were extracted and integrated into the 1st draft 2025/30 Strategic Plan and 2025/6 APP which were submitted to oversight departments (Office of the Premier – OTP; National Department of Arts and Culture – DSAC, Provincial Treasury).

In terms of resources, the Budget Prioritisation Framework (BPF) seeks to facilitate and strengthen the alignment between key departmental plans and provincial budget processes. This is to ensure that there is adequate resourcing of priorities in support of developmental outcomes. It also provides framework for priority setting towards 2025 Provincial budget process. The BPF seeks to ensure that budget submissions and budget consultations, within the Medium-Term Expenditure Committee (MTEC), consider the Provincial Development Plan: Vision 2030; the Provincial Medium-Term Development Plan (P-MTDP) and the State of the Province Address (SOPA) commitments as part of an optimal resourcing approach.

The BPF identifies a range of priority interventions in support of a strategy of stabilization, recovery and reconstruction. This strategy is supported by four pillars to achieve the following outcomes:

- Increased public and private sector employment (public employment programmes; private employment support and incentives; skills development and support)
- Accelerated inclusive growth (ease of doing business and structural reforms; security of energy availability and supply; infrastructure delivery programme; re-industrialisation location and exports; SMMEs, township and rural enterprises; economic inclusion & transformation, especially women, youth and people with disabilities)
- Optimised social protection and income support (Optimised social wage; income support to households while the economy recovers; support food security)
- A capable state (digitalization and modernization; deal with crime & violence (incl. GBVF & economic crimes); corruption prosecutions; mitigating climate change and driving a Just Transition.

DSRAC supports the following BPF outcomes (i) Employment, and (ii) economic growth, by initiating projects that support Outcome 1: Increased market share of and job opportunities created in sport, cultural and creative industries; and BPF Outcome (iii) Capable state, by supporting projects contributing to DSRAC Outcome 5: Compliant and responsive governance. This encourages adequate resourcing of DSRAC priorities in support of development outcomes.

This Strategic Plan draws on priorities and issues identified in the National Development Plan, Vision 2030 and Medium-Term Development Plan, National Sport and Recreation Plan, Mzansi Golden Economy, Provincial Development Plan, Vision 2030 and Provincial-Medium-Term Development Plan. These frameworks set the context for the sector, generally, to deliver implementation plans derived from them, which added value to the broader departmental strategy.

The Department will, on the main, pursue and contribute meaningfully towards the attainment of the following six strategic goals of the **Provincial Development Plan, Vision 2030**, which can be pursued with a focus on rural development to address serious inherited structural deficiencies, and an urban economy that is unduly stressed and experiencing slow growth.

- An innovative, inclusive and growing economy
- An enabling infrastructure network.
- An innovative and high value agriculture and rural sector.
- **Human Development**
- Environmental sustainability
- Capable democratic institutions.

#### **Provincial Medium-Term Development Plan with the following 6 priorities: -**

- Priority 1: Capable, ethical and developmental State
- Priority 2: Economic transformation and job creation
- Priority 3: Education, skills and health
- Priority 4: Consolidating the Social Wage through Reliable and Quality better services
- **Priority 6: Social cohesion and safe communities**

It should be noted that the Eastern Cape Province has adopted the three national priorities as enshrined in the MTDP.



## Political factors

The political landscape shaping the operations of the Department of Sport, Recreation, Arts and Culture in the Eastern Cape has undergone significant transformation following the 2024 national and provincial elections. These elections marked a watershed moment in South Africa's democratic history, resulting in a fundamental shift in governance structures both nationally and provincially. The 2024 South African elections marked a historic shift in the country's political landscape, with the ANC's vote share falling below 50% for the first time since 1994, securing only 46%. This decline, driven by public dissatisfaction with issues like corruption and unemployment, led to the formation of a **Government of National Unity** (GNU). In the Eastern Cape, traditionally an ANC stronghold, the ruling party's majority decreased substantially from 68.74% to approximately 55%. This shift resulted in a stronger opposition presence in the provincial legislature, with both the DA and EFF increasing their vote shares. These changes have significant implications for the Department of Sport, Recreation, Arts and Culture's operations and mandate. The formation of the GNU has reshaped governmental priorities, emphasizing national unity, economic recovery, and improved service delivery. For the Department of Sport, Recreation, Arts and Culture, this translates to an enhanced focus on utilising sports and cultural activities as tools for social cohesion and nation-building. Additional challenges include addressing the rural-urban divide in the Eastern Cape, ensuring equitable distribution of resources, and expanding youth engagement programs. The department must adapt its strategies to align with these new political realities while effectively delivering on its core mandate of promoting sports, recreation, arts, culture and heritage in the province.

The **National Development Plan** published in 2012 remains the core strategic directive for the country. Its vision to reduce poverty, inequality and unemployment by 2030 is aligned to both the Africa Agenda 2063 as well as the Sustainable Development Goals for 2030.

The **Provincial Medium-Term Development Plan 2025-2030 (P-MTDP)** is developed in alignment to the electoral mandate expressed through the Medium-Term Development Plan. It is developed in the context of global and national geo-political changes, fiscal constraints, and increased demand for improved implementation of government programmes towards shifting quality of life for citizens. The departmental plan draws its direction from the priorities as identified in the P-MTDP, PDP goals and the Provincial White Paper on Integration Programmes, National Sport and Recreation Plan and Mzansi Golden Economy. These frameworks set the context for the sector, generally, to deliver implementation plans derived from them, which added value to the broader departmental strategy. The Department will pursue and contribute meaningfully towards the attainment of the following priorities as adopted by the province, thus.

- Inclusive Growth and Job Creation
- Reduce Poverty and Tackle the High Cost of Living
- A Capable, Ethical and Developmental State

## Economic factors

The Eastern Cape faces notable economic challenges that significantly affect the Department of Sport, Recreation, Arts and Culture's operations. The social and economic profile of communities is different. Former homeland areas such as Transkei and Ciskei before 1994 had no heritage and historical infrastructure. Additionally, they are less developed and made up of poor populations that depend on social grants. This historical inequality meant that the department had had to spend huge resources in these areas. The skewed distribution of infrastructure and amenities has put undue budgetary constraints and compromised the smoothness of the route to building better communities.

We know, however, that the two are complementary. A stronger and more successful **sporting economy** can help meet customer needs more effectively, and a strong demand from the public for opportunities to take part in sport and recreation will also help drive the sporting economy. The department will work with sporting bodies and businesses to help them develop a business strategy for the sport and recreation sector to support growth,

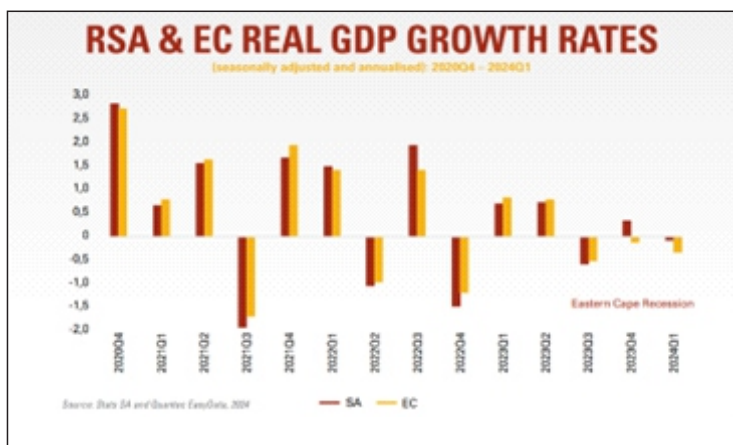
The province continues to struggle with the highest unemployment rate in the country, though showing a slight improvement from the 42.9% reported in Q3 2023 yet remaining well above the national average of 31.5%. This high unemployment rate substantially impacts public participation in cultural and sporting events, creating increased demand for accessible, low-cost recreational activities.

Recent economic indicators show some positive developments, as highlighted in the Eastern Cape Socio-Economic Consultative Council's 2024 Economic Outlook Report. The province's GDP growth has maintained pace with the national average at 1.8% annually over the past two years, suggesting a modest but encouraging economic trend that could potentially alleviate some budgetary constraints on the department.

At the national level, South Africa's economy shows signs of gradual improvement, with a GDP growth rate of 1.6% in 2024 and projected growth of 2.0% for 2025. This economic progress, though moderate, may lead to more favorable budget allocations for provincial departments. Additionally, inflation has shown signs of moderation, with the CPI decreasing to 4.8% in 2024 from 5.4% in 2023, potentially reducing operational cost pressures on the department. Despite these modest improvements in economic indicators, the Department of Sport, Recreation, Arts and Culture must continue to navigate a challenging economic environment. Success will depend on the department's ability to maintain flexible strategies that capitalize on growth opportunities, particularly in the tourism sector, while addressing the ongoing challenges of high unemployment and resource limitations.

The South African economy contracted by 0.1% in 2024Q1, following an expansion of 0.3% in the previous quarter. Growth is lower than the projected IMF rate of 0.9% for 2024. On a year-on-year basis, national GDP decreased by 0.7 of a percentage point from 0.6% in 2023Q1 as reflected in figure 1 below.

Figure1: RSA and EC Real GDP growth rates (seasonally adjusted and annualised): 2019Q1 – 2024Q1

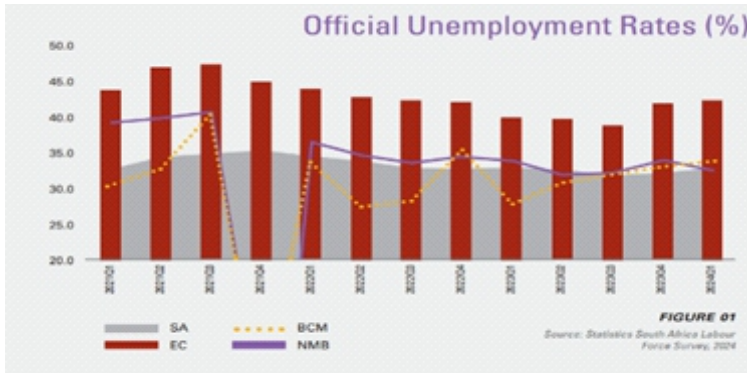


The Eastern Cape economy contracted for the third consecutive quarter, entering a recession in the first quarter of 2024. The provincial economy declined by 0.3% in 2024Q1, following a 0.1% and 0.3% contraction in 2023Q4 and 2023Q3, respectively. The only positive contributors to provincial GDP growth in the first quarter were agriculture and electricity industries. In rand values, Figure 2 shows how the Eastern Cape GDP (at market prices) decreased from R368.8 billion in 2023Q4 to R366.9 billion in 2024Q1

Compared with other provinces, the Eastern Cape contributed 7.9% towards national GDP. The largest contributors to national GDP growth in the first quarter of 2024 were Gauteng (33.9%), KwaZulu-Natal (16.6%), and Western Cape (14.2%).

This situation of limited financial resources calls for the department to prioritise what has been shown to work in terms of service delivery and impact, cutting back on slow moving and ineffectual programmes and projects.

Figure 3 Official Unemployment rates



The official unemployment rate for South Africa increased to 32.9% in 2024Q1. However, this rate is 0.6 of a percentage point lower than the 33.5% unemployment rate forecasted by the International Monetary Fund for 2024. The provincial unemployment rate stood at 42.4% in 2024Q1, reaching the 2022Q3 levels. At the sub-provincial level, the unemployment rate increased in Buffalo City Metropolitan Municipality (BCM) by 0.8 of a percentage point to 33.8% in 2024Q1. Meanwhile, the Nelson Mandela Bay (NMB) recorded a decline of 1.5 percentage points in the same quarter.

The Cultural and Creative Industries (CCI), encompassing industries like music, film, design, and fashion, holds significant potential to generate employment and income, especially in marginalised communities. SACO's 2022 bi-annual mapping study indicates that the **sector contributes 3% to national GDP**, comparable to agriculture, and **supports nearly one million jobs**, accounting for 6% of the national workforce. **Sport contributes 4.3% to GDP and sustains**

**approximately 1.125 million jobs**, representing 7.6% of the country's employment. The cultural and creative industries play a vital role in the lives of our communities. We all benefit from inspirational and creative activities that transform ideas and materials into new ways of seeing and experiencing the world. These industries share stories, knowledge and traditions and shape who we are as a province and as a community.

In sport, the sector continues to demonstrate its economic potential. The 2010 FIFA World Cup was a testament to how sports tourism can inject billions into the economy through infrastructure development, tourism, and job creation. Similarly, international events like rugby, cricket, and netball—along with potential ventures into motorsport—offer significant growth opportunities.

The economic impact of major events, such as the SA20 cricket league in 2024, showcases the sector's ability to generate revenue and create employment. A recent study by BDO indicated that the 2024 SA20 edition generated R1.5 billion in direct expenditure and contributed R4.3 billion to the national economy, sustaining over 8,000 jobs. Furthermore, such events provide a platform for international tourism and boost the local economy through increased hospitality, transportation, and retail activity.

Africa Cricket Development (Pty) Ltd appointed BDO to conduct an economic impact study for the second edition of the SA20 cricket league held from 10 January – 10 February 2024 and featuring the Durban's Super Giants (Kingsmead), Joburg Super Kings (Wanderers), MI Cape Town (Newlands), Paarl Royals (Boland Park), Pretoria Capitals (Centurion) and Sunrisers Eastern Cape (St George's Park). More than 375 000 tickets were sold for the league in 2024 (down 3% compared to 2023), of which 87% were host city/province residents (82% in 2023), 11% were domestic visitors (17% in 2023) and 2% were foreign tourists (2% in 2023). Approximately 334 349 unique visitors experienced the event in 2024 (347 356 in 2023).

### The key results from the economic impact analysis include:

- 376 109 spectators / visitors attended the SA20 Cricket League matches for the 2024 edition (387 218 in 2023), and this includes Hospitality Suite Guests, VIPs, Media and general spectators (but excludes people accompanying international match attendees and the team members from the participating franchises. The lower attendance in 2024 is mainly due to some rain affected matches.
- The total direct expenditure generated by the event amounted to R1.5 billion (R1.4 billion in 2023).
- In total i.e., the direct, indirect and induced economic impact of the event for South Africa was approximately R4.3 billion (R4.1 billion in 2023).

- The total contribution to national government via various taxes amounted to R278 million (R266 million in 2023).
- The total number of fulltime equivalent employment created/sustained was approximately 8 077 in 2024 (down 2% from 8 223 in 2023 due to the deflation of employment multipliers) for South Africa with the following skills level breakdown:
  - o Skilled – 1 216
  - o Semi-skilled – 2 743
  - o Unskilled / low – 1 326
  - o Informal – 2 792

BDO Research (2024) noted that the total contribution to household income amounted to R998 million (R959 million in 2023).

We also benefit from the contributions this sector provides to our economy, the employment opportunities it offers and the broadened career paths it presents for our next generations. These industries empower rural and traditionally under represented communities and provide opportunities to generate income and share perspectives. They also spark business innovation and positively impact tourism.

The department and its partners need to map out an inclusive, collaborative plan that offers a solid foundation from which creative and cultural industries in the province can find new pathways to flourish, honour commitments to reconciliation; and propel the sector further on the national and global stages. Easier access to a range of supports and strengthening connections will enable industry participants to retool, reimagine and thrive. Investments in technology and infrastructure, as well as in education and training, will bring the sector forward and foster both new audiences and new participants. The department values those who work in the sector and is eager to work with all partners to maximize the potential of the creative and cultural industries.

## **Social factors**

The Eastern Cape's demographic profile continues to play a crucial role in shaping the strategies of the Department of Sport, Recreation, Arts and Culture. Recent data provides updated insights into the population dynamics of the province. As of mid-2024, Statistics South Africa estimated the population of the Eastern Cape at 6.85 million, showing a modest growth from the 6.7 million reported in 2023. The age distribution of the population remains skewed towards youth, with 33.8% of the population under the age of 15. This represents a slight decrease from the 34.5% reported in 2023, indicating a gradual aging of the population, albeit remaining predominantly young.

The province's rural character persists, though there are signs of gradual urbanisation. As of 2024, approximately 58% of the population lives in rural areas, a slight decrease from the 60% reported in previous years (Eastern Cape Development Indicators Report, 2024.) This shift, while small, suggests a slow but steady migration towards urban centres, potentially driven by the search for economic opportunities. The gradual urbanisation trend introduces new considerations for cultural preservation and program delivery. As more people move to urban areas, there is an increasing need for initiatives that help preserve rural cultural traditions and promote intergenerational activities. This demographic shift also emphasizes the importance of developing programmes that foster social cohesion and maintain shared provincial identity across the rural-urban divide. These demographic realities require the department to maintain a balanced and flexible approach in its service delivery. The strategy must address the needs of both the substantial youth population and rural communities while adapting to gradual shifts in population distribution. Success will depend on the department's ability to implement innovative, cost-effective solutions that bridge service delivery gaps and promote inclusive participation in sports and cultural activities across all demographic groups.

- Certain groups, including women and girls, older people, people with disability, and those from lower socio-economic groups, are significantly less likely to play sport and be physically active than the population in general. A range of different factors are responsible for the under-representation of different groups, and it is important that the sector understands the breadth of causes in designing solutions. For example, there is a direct relationship between poverty and access to sport for young people highlighting not just practical barriers like cost and availability of the right informal activities but also emotional barriers around perceptions of safety and ownership of local space as well as wider social circumstances.

The production of best athletes or players and artists requires proper organisation of funding, infrastructure development, good sporting and artistic services that are relevant and needed in communities, good resource allocation and building best institutions for transformation and development. The department has been improving its role in this regard, especially in marginalised communities.

Research by the South African Cultural Observatory (SACO) in 2022 highlights that many cultural facilities and institutions are concentrated in cities, leaving rural areas underserved. Infrastructure gaps in sports and arts disproportionately affect low-income communities, where access to quality services is limited. The NDP 2030 recognises the urgency of bridging these gaps by expanding access to cultural and sporting opportunities as part of a larger agenda for socio-economic transformation. To this end, art centres, galleries, museums, and libraries remain concentrated in towns and cities, far away from people in rural areas. Therefore, it can be said that despite the progress made so far, the sport, arts and cultural facilities and services remain largely inaccessible by poor communities. This is also the case at school level because sport infrastructure is more developed in town and independent schools where the rich learners are found. The above scenario has a lot to do with the fact that private funding is invested into these areas and schools. On the other hand, rural and township communities depend on the constrained funds from the department.

Lack of sport and recreation facilities, their age and condition were broadly identified as detriments to participation in sport and recreation. Therefore, the local municipalities and the Department were seen as potential partners in the delivery of sport and recreation in the province, both in terms of sport facility provision and programming. Throughout the community engagement processes, a general frustration was expressed that responsibility for sport and recreation facilities within the province is not clearly defined. Participants reported being shuffled between department and local municipalities or redirected to external sport organizations. Wide inequities still exist across the province in terms of opportunities for sport and recreation development, with some municipalities prioritizing the sector, while others regard it as least important. A relatively small number of people from the province achieve success in international and/or professional sport.

A large proportion of physical activity for health and recreational sport programming is focused on those who are relatively young and already fit. There are few programs targeting recreation participation for older citizens, making this an under-serviced programming area. This can be seen as both a challenge and an opportunity. Athletes with disabilities, no accidental champions,

sport for individuals with a disability has grown tremendously over the last few decades. Today, virtually any sport available to an able-bodied athlete can be pursued by a person with a disability at both the recreational and competitive levels. The same factors that impact able-bodied athletes also impact athletes with disability. However, additional tools must be available, such as modified equipment and facilities, specialized coaching, and other supports. Notwithstanding the tremendous amount of positive work being done by various sport and recreation organizations and district offices, many programs are not delivered consistently and systematically throughout the province. There is a need for sport and community hubs that can cater for the diverse needs of communities. Hubs are more economical than building a single-activity infrastructure. This is more important when the limited resources of the department are considered in relation to the scope of its work. The judicious use of sites availed for infrastructure is very important. The department also needs to ensure that libraries, museums, and heritage buildings and sites are user-friendly to people living with disabilities.

The Special Programmes Unit (SPU) must consider diverse needs of communities and pay attention to the disadvantaged people, even when they are part of minorities of society. Research activities and endeavors are therefore highly needed and required for information gathering for future departmental planning processes.

## **Technological factors**

The Eastern Cape faces a significant digital divide, as evidenced by internet penetration statistics showing only 61.3% coverage in the province, which falls below the national average of 68.2%. This technological gap creates challenges for digital engagement and service delivery in the sport and culture sector. However, positive developments in sports technology adoption are emerging, demonstrated by the Eastern Cape Academy of Sport's report showing a 30% increase in the use of performance analysis tools among provincial athletes in 2023 compared to the previous year. This contrasting landscape—limited digital access alongside growing sports technology adoption—indicates the need for hybrid approaches that combine digital and traditional methods in sports development programs, while strategically addressing the technological divide. The Fourth Industrial Revolution (4IR) a new era of economic disruption with noticeable socio-economic consequences for South Africa. The growing use of new technologies such as artificial intelligence, cloud computing, robotics, advanced wireless technologies present endless opportunities for transformation which has a potential to address the socio-economic challenges. The real opportunity is to look beyond technology and find ways to give the greatest number of people the ability to positively impact in social cohesion programmes.

People in the province tend to prefer modern technological alternatives over traditional resources. The use of digital or electronic sources for information has become a norm at our facilities. The use and popularity of online services has had material impact on some traditional services. The loan of printed books has decreased because of the increased popularity of e-books and search engines such as Google. Within this era of the Fourth Industrial Revolution (4IR), innovation is deeply needed and required to develop underlying operational systems which can provide appropriate information through research dynamics, initiatives and mechanisms for monitoring, evaluation, planning and improvement which can help the department in many ways to keep up with needs to be met with high expectations from all stakeholders involved. The library system features well-equipped facilities with internet connectivity, modern technologies (e-books, SLIMS), and qualified staff. It maintains strong stakeholder relationships and serves as a community hub for learning and research. The system enjoys legal protection and has potential for development through partnerships and external funding. The department has made strides in bridging the technology gap, using systems to fast-track service delivery and smoothen administration. Technological advancement opportunities include SLIMS adoption, eBooks, mobile libraries, and social media integration. Digitization efforts could modernize services and preserve cultural heritage.

## **Environmental factors**

Environmental considerations are increasingly important for the department. The Eastern Cape experienced severe drought conditions between 2015 and 2020, affecting water availability for sports facilities. As of 2023, dam levels in the province averaged 60.2%, an improvement from the critical lows of 2020 but still a concern for long-term planning. Climate change projections suggest that the Eastern Cape could face a 1.5°C to 3°C increase in average temperatures by 2050, potentially affecting outdoor sports and cultural events. Climate change has impacted the sustainability of the infrastructure. The department has had to consider the materials used to build infrastructure and review its maintenance strategies with bodies responsible for sport facilities, libraries, museums, and heritage sites. The locations and designs of settlements, especially for marginalised communities, have been a huge challenge for the department. Spatial designs of some communities and geomorphological factors such as soil and rocks that are found in some areas have made infrastructural development difficult. Pollution of wetlands and littering at these facilities has thereof compelled the department to look for solutions beyond its mandate to bring sport, arts and cultural infrastructure and services to remote areas.

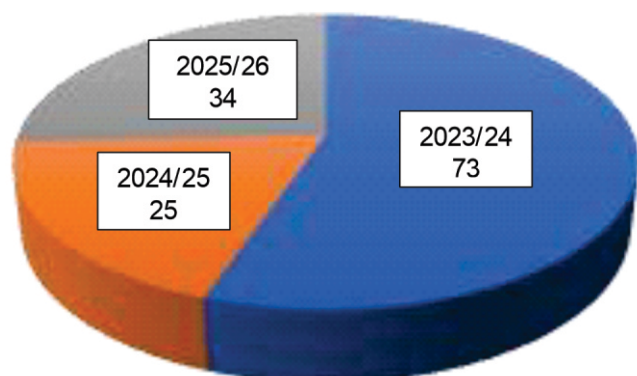
Infrastructure and resource allocation pose major challenges for the arts and heritage sector. Poor facilities, including inadequate art centres, museums, sports fields, limited cultural asset preservation and showcase capabilities. Historical matters, such as unaddressed reparations and inadequate record-keeping, remain concerning. The deterioration of funded art centres like Tsitsikama and Dakawa, coupled with the absence of artist development tracking, further complicates progress. Museum and heritage site development presents chances for transformation and diversification. The programme also sees potential in strengthening operational linkages and enhancing community engagement initiatives. Environmental risks and security concerns threaten both operations and cultural assets, particularly in the Alfred Nzo district.

## Legal Factors

The Eastern Cape Department of Sport, Recreation, Arts and Culture operates within a multifaceted legal framework that significantly shapes its operations and effectiveness. The department has demonstrated notable progress in financial compliance, achieving 100% compliance with the Public Finance Management Act (PFMA) in 2022-2023, up from 95% in the previous year. This improvement reflects strengthened governance and accountability measures within the organisation. The department needs to implement a comprehensive legal compliance strategy incorporating regular monitoring of regulatory changes, staff training, internal audits, and risk management. This should be complemented by a robust monitoring and evaluation system and enhanced stakeholder engagement. The establishment of MOUs with various stakeholders remains crucial, while considering legal requirements including zoning laws and venue regulations. Success will depend on the department's ability to balance its promotional and preservation efforts while maintaining compliance across all relevant legal frameworks.

## Internal environmental analysis

Demographics in the department have gradually changed as evident in the increase in the number of women occupying senior government positions, number of persons with disabilities and youth entering the public service. At the end of 2023/24 financial year there were more females at SMS than males. Males are more dominant at Middle management whilst females are still more dominant at other levels except at salary level 1-2. Statistics indicates that the department has progressed very well in achieving its equity targets. SMS level was sitting at 52/48 with the majority of female representation. The department is committed in maintaining its current status with regard to SMS Employment Equity status.



The total number of employees projected and anticipated to leave the department, who are between the ages of 57 – 65 are 132, projected over a period of three (3) years.

According to the department's Human Resources Plan 2023-2026, statistics show that the department is not attracting enough designated employees, especially at key positions which has been a biggest challenge over the years. The inability of the department to reach the representativity targeted designated groups may advocate a need to revisit the recruitment process as well as the retention and career management practices for serving employees in the designated group. 10% of the workforce who occupy key positions (i.e., professionals and managers) are due to retire in the next five years.

The new service delivery model requires the department to build a cadre of professionals that have more acumen on policy development, monitoring and evaluation. A skills audit has not been conducted in the last five (5) years to identify skills and the knowledge required for conducting a skills audit in an organisation is to identify the skills and knowledge required as well as what skills and knowledge currently existing in the department.

## PROPOSED INTERVENTIONS

Social cohesion and nation building remains one of the apex priorities of the seventh administration and DSRAC remains committed to improve social cohesion. To this end, several strategic interventions are proposed.

### **Develop and promote viable cultural and creative industries for sustainable development.**

One of the major roles of the department is to develop and promote cultural and creative industries, thereby improving the quality and standards of production, safeguard cultural heritage, and promote the integration of culture into the mainstream of development. These industries are a fast-growing economic sector that holds great potential for a developing province like ours, which has rich traditions of art, music, dance, literature, film, and other forms of creative talent, as well as vast cultural heritage and profound traditional knowledge.

Investments in people, products, and infrastructure are all required to ensure a solid foundation is in place from which the sector can thrive. Innovation, imagination, and quality are all intertwined and integral to the sector's success. Understanding risk as a catalyst for growth is necessary to advance development. Together with our partners, we aim to increase the creative and cultural industries' contribution to the province's economy; and in so doing, bring greater opportunity and prosperity for the overall enrichment of our communities in ways beyond just revenues. To achieve this, we will modernise and streamline existing funding support to improve delivery, structure, and effectiveness, and to address gaps. Funding policies and criteria should be clear, consistent, and flexible to promote an integrated and continuous spectrum of creative arts and business development centered around creative value chain.

We will explore options to update branding and promotion for the province's cultural and creative industries to raise the profile and increase discoverability of the products and experiences of the province. We need to partner with and complement the work of other organisations and initiatives. We need to develop marketing and export strategies targeted to each industry to strategically reach new markets and increase discoverability; recognizing that individual industries within the sector are at different stages of development. We should establish a dedicated sector specific funding programme to increase access to local, provincial, national, and international markets for cultural and creative entrepreneurs, businesses, and non-profit organisations.

We should improve interdepartmental collaboration to facilitate complementary program delivery. Each industry is unique and through identifying and sharing the diversity of resources within them, it will lead to a better understanding of the cultural and creative ecosystem in the province. Through collaboration, representation and establishing networks this diverse sector can become stronger. We need to minimize barriers and increase access for those already in the sector, as well as for those voices seeking to participate. We should increase collaboration between the tourism sector and culture sector. We will support the continued development of cultural tourism through the EC tourism development strategy and invest in new products and experiences, enhance visitor awareness of the rich culture and history of this province.

The department oversees the Eastern Cape Provincial Arts and Culture Council (ECPACC), its only public entity responsible for the development and promotion of film and craft industries in the province. Over the five-year planning period, the department plans to further its cultural and creative industry policies for the effective participation of the private sector, non-governmental organisations (NGOs) and community-based organisations.

## Champion lifelong learning

Learning is an ongoing process that is fostering discovery, critical thinking, and creativity throughout our lives. Many rich and fulfilling opportunities are available outside the classroom, for people of all ages and abilities. Museums, libraries, and archives are pivotal places for adapting to new technology and sharing new experiences, whether in collaboration with formal education partners or providing informal learning experiences on their own. Therefore, we have the responsibility to advance shared knowledge and learning opportunities for all. The department is committed to supporting programmes that reach communities, large and small, to engage people of all ages, backgrounds, and abilities. Our museums (*20 province-aided museums*), public libraries (*238 public libraries*), and archives (*3 repositories*) are uniquely positioned to understand and address the needs of their communities.

Additionally, with the advancement of technology and virtual content, these institutions should or can expand their engagement to people across the province, country and internationally. These institutions are unparalleled sources of educational, information, health, job, and cultural resources. Across the province, visitors come to these institutions to find out about others, to find out about themselves, and to grow what they know. Therefore, the department will continue to support these institutions to foster connections within the community to *enhance dialogues surrounding inclusion and address barriers to resources and services*. These institutions will be encouraged to open up opportunities for engaging in new ways with audiences from diverse backgrounds and experiences, and with different needs and skills.

Advance collections stewardship and access: As technology evolves, museums, libraries, and archives should take advantage of opportunities to expand access to their collections through searchable databases, virtual exhibits, live and on-demand demonstrations, collections-based learning resources, interactive websites, and facilitated events for people of all ages, backgrounds, and abilities. The department should develop sector plans/strategies and review funding for active dissemination, enabling these institutions throughout the province to draw up effective measures to attract visitors, boost reading and increase the borrowing of physical and digital material from the collections. An important part of the dissemination work should be to use web-based services to democratize access to research-based knowledge.

## Conserve heritage resources

The department, ECPGNC, ECPHRA and other relevant institutions will continue to protect heritage resources that are conservation worthy and embrace technology and innovation to engage visitors. We will strengthen the management, coordination and facilitate the conservation and promotion of the heritage resources for socio-economic benefits for the people of the province. This will be done by improving the ability of heritage places and attractions within the context of Provincial Liberation Heritage Route to operate sustainably and within a visitor economy setting.

The department will work with institutions of higher learning and other agencies to facilitate research on the identified heritage resources for the purpose of tapping on their economic and social values. This should include the development and or completion of a Province-wide inventory, a review of archival storage and access, expanded public opportunities to access historical information, and increased capacity to provide heritage advice to the public (*i.e., raising the level of community awareness about the value and significance of our common heritage*)

The department working together with ECPHRA and other stakeholders will coordinate provincial efforts within a municipal context, for coordination opportunities, and improved heritage tourism strategies. Land-use planning and development projects for tourism must include the effective protection and sustainable utilisation of cultural resources. The provision of effective incentives for building conservation should be prioritised.

This should be done by promoting a regime of cooperation with heritage building owners and by influencing municipalities to remove municipal disincentives to heritage conservation; and facilitate the establishment of municipal heritage conservation incentives such as financial and non-financial incentives. We should continue to promote local heritage themes within special events and initiatives, including the promotion of heroes and heroines' legacy and its importance to the community. These are transformation programmes that need to be enhanced – for example, the exhumation and repatriation programme, geographical place name changes programme, etc. form part of our strategy going forward.

## **Support a more productive, sustainable, and responsible sport and recreation sector.**

The department, working together with Eastern Cape Sport Confederation (ECSC) and other sport organisations will ensure that there is a solid, sustainable base on which sport and recreation sector can build its work in the future. A more productive, sustainable, and responsible sector will act as a catalyst in delivering the outcomes. Without organisational and financial sustainability, without excellent governance, without a strong, confident, and talented workforce and without effective collaboration, the ability of the sector to deliver this strategy will be severely restricted. Sport federations which were part of the strategic conversations argued strongly for outputs like these to be part of the strategy. There are some specific actions that the department can take here, but this is more about a series of important principles which we see the sector as needing to apply to succeed.

- **Financial stability:** With continued pressure on public funding, it is more important than ever that the budget available is used as wisely as possible. Those sport and recreation organisations that are particularly reliant on government funding for their survival are increasingly at risk and therefore less able to plan and deliver over the longer period. This is particularly important in the context of this strategy, where behaviour change may take a significant amount of time to manifest itself in improved outcomes. Critically, we must place the foundations of sport and recreation on a more sustainable footing to be able to free the resources necessary to tackle under-representation and ensure its impact beyond its current participants. This also means that we must not achieve financial sustainability to the detriment of access for all in society, including balancing inclusive pricing policies with revenue needs.
- **Diversification of funding:** It is vital that sport federations and recreation organisations that rely heavily on a single source of income take active steps to diversify their income to insulate themselves from the risk of changes to that source of income. Some parts of sport have traditionally been good at exploring and exploiting the potential of some alternative income streams, for example sponsorship and selling media rights, but there are other areas, for example philanthropy and fundraising, crowdfunding, social impact bonds or partnerships with the private sector that have yet to be fully utilised.
- **Efficiencies:** Likewise, the limited public funding that will be available will have to be used even more judiciously in future.
- **Enhanced partnerships:** There are potential sources of income outside direct government investment and the tax system. Sponsorship and media rights have traditionally been the areas, most often used by the sport and recreation sector and while these have had a huge impact among the major spectator sports, they have yet to have the same transformative impact on smaller sports. On the sport side, there continues to be a lack of the required skills among some parts of the sporting workforce to help persuade and encourage potential sponsors to change existing behaviours. If sport federations/organisations can be helped to understand how to make their sports more commercially attractive, to both sponsors and broadcasters, then traditional attitudes about which sports present attractive sponsorship opportunities may begin to change.

**Investment in grassroots sport and recreation:** Our delivery vehicle to the grassroots level will amongst others, include community hub development model. Given the wide range of citizens' needs and non-federated sport and recreation, it should be noted that there is no, "one size fits all" way to deal with these challenges. The department will resuscitate and or review its community hub development model to ensure that a community hub is attractive, inclusive, and accessible to all residents of that community. Special attention will be given to the allocation of resources, activities, and ideas of women and young people as drivers of change in their respective communities. These hubs will be designed to hear and consider the voices of traditionally excluded groups, those who are sidelined and under threat on the grounds of ethnicity, disability, social standing, or current political rhetoric. Community hubs are key to free expression, socialising and their inclusion in social and economic courses of a society.

**Economic impact of sport and recreation:** Sport and recreation have not traditionally been supported in the same way as other parts of the economy; government has focused instead on increasing participation and winning medals, at the expense of the business of sport. We know, however, that the two are complementary. A stronger and more successful sporting economy can help meet customer needs more effectively, and a strong demand from the public for opportunities to take part in sport and recreation will also help drive the sporting economy. The department will work with sporting bodies and businesses to help them develop a business strategy for the sport and recreation sector to support growth, improve access to finance and develop skills.

**Infrastructure/sport and recreation facilities:** While there is a core of people that will take part in sport and recreation no matter what the facilities are like, for most people the type, suitability and quality of infrastructure and opportunity to take part have a huge effect on the chances of them trying a sport or activity for the first time and then coming back to it regularly. It is important that the wider built and natural environment is designed to make participation in sport and recreation safer and easier, making activity the easy choice. The engagements with local sphere of government for the provision of sport and recreation facilities will continue to form part of the departmental agenda.

- **Making use of schools/TVET Colleges sport facilities:** Existing assets should be maximised to make the sector as productive as possible. Model C (Quintile 4 – 5) schools are one of the largest owners and operators of sports facilities, but a message that came out strongly in consultation responses is that more could be done to make their facilities available and accessible to local communities and clubs to use outside of school hours. While we do not think that a new mandatory regime is currently needed to address this, we do want to provide schools and colleges with the appropriate knowledge and resources to maximise the use of their facilities – for the mutual benefit of schools and their communities. It is also important that, where possible, local facilities are available for use by schools as well as the wider community. The department will review take up of and engagement with the Department of Education and TVET colleges to ensure that sports facilities owned by schools and colleges are used as effectively as possible and are available to a broad range of community sports groups.
- **Leadership and Administration:** We need the leadership and administration of sport to be fit-for-purpose and able to deliver the outcomes set out in this strategy. To do that, we need to play sports an attractive career option for the brightest and most able individuals, regardless of background or sporting ability. Individuals working in sport need access to open and transparent recruitment processes, with clear career pathways and opportunities to develop and progress throughout their careers. At the moment, this is not happening. The sport workforce lacks diversity and is drawn from a relatively small pool of talent, often without the wide range of skills it needs. For example, across the entire workforce there is a lack of disabled employees. Sport is missing out when it does not capitalise on the talent and skills of the entire population. We need a workforce that, at all levels, is reflective of our society and is drawn from the communities it serves.

- Developing future leaders: A key part of taking action to professionalise the sport workforce is ensuring we have strong leadership within the sport sector. Recently we have seen many sport federations recruit senior leaders from outside the sport sector, who bring a different set of skills and perspective to sports bodies. But we must also make sure we are developing our future leaders within the sector itself. The introduction of Young Ambassador programme becomes critical. At the heart of the Young Ambassador programme is the principle that their views are heard, valued and influence decision making; and that they are engaged in driving change. A Young Ambassador (YA) has two key roles:
  - o To promote sport and recreation, motivate and inspire other young people to get involved in sport in a wide range of settings within their local communities, including schools, clubs, and community organisations.
  - o To influence six key aspects of school sport: – extra-curricular sport provision – links to community sport opportunities – opportunities for competition – celebration of pupil/learner achievements in sport – leadership opportunities for young people – Physical Education in schools.

If this new strategy is to work effectively, all spheres of government must work more closely together towards clear, shared outcomes. The government cluster system or approach is a universal agreement across all departments about this, and a shared commitment to delivering it.

## PART C: MEASURING OUR PERFORMANCE

### 7. Institutional Performance Information

#### 7.1 Impact statements

An inclusive, transformed and socio-economically empowered citizenry

#### 7.2 Measuring our Performance

Outcomes	Outcome Indicators (SP)		Baseline	5-year target
<b>P-MTDP Priority 1:</b>	<b>Inclusive growth and job creation</b>			
Increased market share of and job opportunities created in sport, cultural and creative industries	1.1	Percentage of the Cultural and Creative Industries (CCI) contribution to the Gross Domestic Product (GDP)	1.3% (2020)	6%
	1.2	Percentage contribution of sport and recreation to the GDP	4.3% (2020)	5%
	1.3	Percentage of CCI contribution to jobs	7.6% (2020)	9%
	1.4	Percentage of sport and recreation contribution to jobs	-	5%
<b>P-MTDP Priority 2:</b>	<b>Reduce poverty and tackle the high cost of living</b>			
A diverse, socially cohesive society with a common national identity.	2.1	Percentage of citizens who show a strong devotion to the country	70.4% (2023)	85%
	2.2	Social Cohesion Index	62.8 (2023)	70%
	2.3	Percentage of citizens who express pride in being South African	75% (2023/24)	90%
<b>P-MTDP Priority 3:</b>	<b>Build a capable, ethical and developmental state</b>			
Integrated and accessible sport, recreation, arts, culture and heritage infrastructure and information	3.1	Percentage of funding distributed to beneficiaries giving priority to indigenous, previously disadvantaged individuals (PDIs), and marginalised groups or individuals	-	100%
	3.2	Percentage of citizens who have access to a safer, diverse and secure digital environment and are resilient to disinformation	-	80%
Transformed, capable and professional sport,	3.3	The demographics of volunteers to become more representative of society (sport, recreation, heritage, arts and culture sector)	-	30%

Outcomes	Outcome Indicators (SP)		Baseline	5-year target
recreation, heritage, arts, and culture sector	3.4	Percentage of governmental bodies (municipalities, departments and public entities) that report concrete results in their annual review in support of Use of Official Languages Act,	-	70%
	3.5	Percentage of digital technology and communications platforms utilized.	-	100%
A compliant and responsive governance	3.6	Audit Outcome	Unqualified	Clean Audit.
	3.7	Percentage implementation of DSRAC Equity Plan	-	100%
	3.8	Percentage of governmental bodies that report concrete results in their annual review in the establishment of records management units in support of the <i>Provincial Records Management Policy</i> .	-	100%

### 7.3 Explanation of planned performance over the five-year planning period

As a provincial department, we adhere to the **Provincial Medium-Term Development Plan (P-MDTP)** which is a provincial five-year plan. It should be noted that the Eastern Cape Province has adopted **Medium-Term Development Plan (MTDP)** priorities which is a plan of Government of National Unity (GNU) that intends to implement the electoral mandate and NDP Vision 2030 (including PDP, Vision 2030). Underpinning DSRAC’s mandate and work, will be the coordination of **social cohesion and nation building programmes** (*Ch15 of the NDP, “Transforming society and uniting the country*) to deliver sustainable, vibrant, cohesive, and safer communities by collaborating with other provincial departments and other partners whilst also meeting distinct needs of communities. This will be realised through an **effective collaboration** (*including cross-functional collaboration*), **premised on the outcomes-based principles**, and include deliberate actions to improve integrated planning, governance, socio-economic development, accelerated service delivery and cohesive communities. The department has adopted a phased approach towards the delivery of the **three interrelated and interlinked PMTDP priorities, thus.**

- Inclusive growth and job creation,
- Reduce poverty and tackle the high cost of living.
- Build capable, ethical, and developmental state

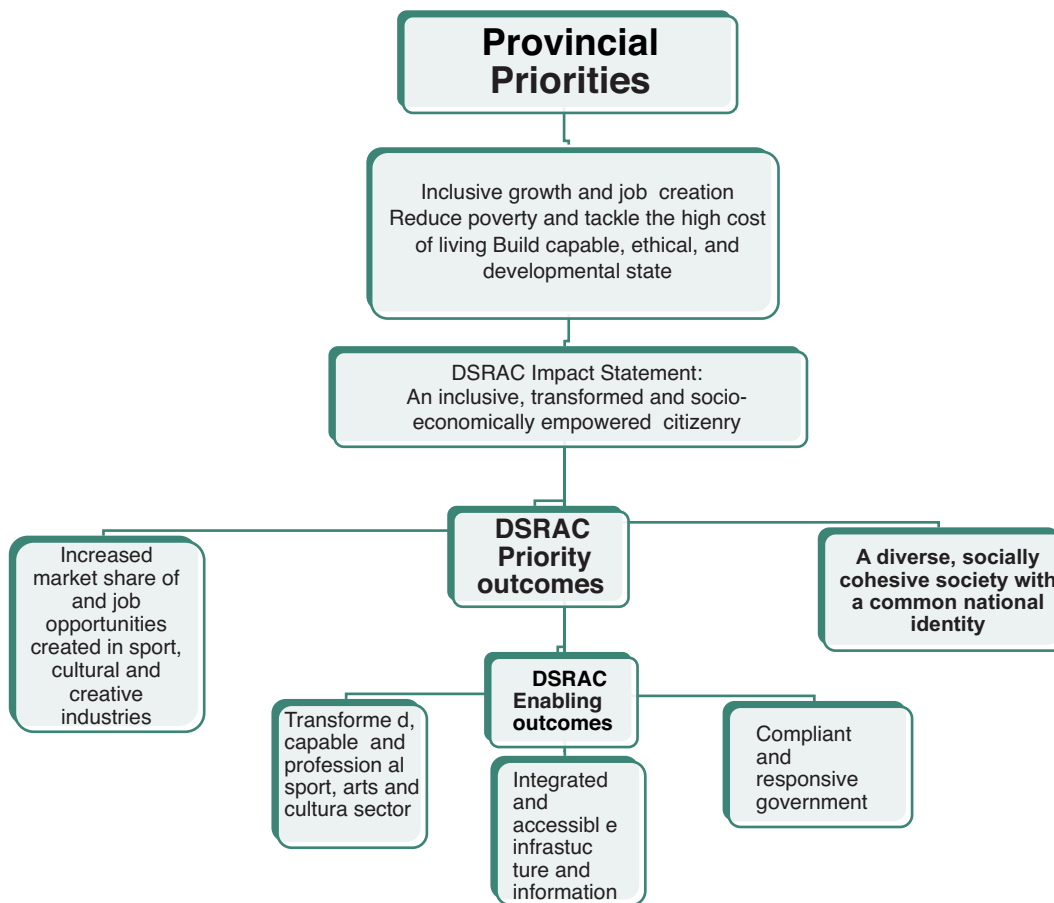
The department, in its five-year planning processes, has also considered the **2025/26 Provincial Mandate Paper**, with specific reference to the nine (9) integration programmes. To deliver on the above priorities and 9 provincial integration programmes, DSRAC will focus on five sector

strategic outcomes (*which are made of two priority outcomes and 3 enabling outcomes*) that are aligned to its mandate and core function. The mandate of the department and related resources are aligned to priorities that impact on the core work of DSRAC. This Strategic Plan also flows from the foundations of the **National Cultural and Creative Industries Masterplan**. Cultural and creative industries (CCI) are one of the richest resources in the country and have the capacity to generate significant economic and social benefits for the nation. DSRAC is mandated to harness arts, culture and heritage as creative practices which have the social and economic capacities for transforming the province into an inclusive society. The department will be borrowing and implementing relevant programmes stemming from the Masterplan for the development and sustainability of arts, culture and heritage in the province. This Masterplan's main aim is to attain the following goals by 2040:

- Globally recognised representative and competitive creative industry
- A growing talent pipeline with quality skills development, including professional skills training for CCI at all levels.
- An integrated creative value chain to simulate opportunities for innovation and the nurturing of talent and professionalism in the sector.
- A transformed and innovative creative sector that develops and exploits its own intellectual property.
- A creative industry that has access to competitively priced inputs (including raw material, 4IR ready technology)
- A supportive legal and regulatory framework across all three spheres of government that promotes economic reward and the ease of doing business.
- An equitable and inclusive access to affordable fit-for-purpose infrastructure (including but not limited to ICT Infrastructure, digital platforms, production and distribution facilities, and cultural infrastructure) for the creative industries.

The department will work through different and relevant working groups and clusters to realise these noble goals. Notably, the following departments and public entities are targeted partners, amongst others, i.e., DEDEAT, ECDC, ECPTA, etc. The list includes institutions of higher learning.

## 7.1 Aligning DSRAC Outcomes with Provincial priorities



The department has listed the three national priorities, as adopted by the Eastern Cape Provincial Government, and the linkage has been demonstrated below.

## P-MTDP Priority 1: Inclusive growth and job creation

Provincial Integration area/s <ul style="list-style-type: none"> <li>Inclusive economic growth</li> <li>Youth development, skills development &amp; training for the economy</li> </ul>	
DSRAC Outcome: Increased market share of and job opportunities created in sport, cultural and creative industries (CCI).	
Key Interventions	Envisaged partners
Support a range of Cultural and Creative Sector initiatives to promote a diverse industry including Eastern Cape Music Excellence Acceleration Programme (MEAP).	<b>DEDEAT [ECDC, ECPTA] &amp; DPWI, Municipalities &amp; COGTA, NGOs &amp; NPOs (e.g., CCIFSA, ECSC and Federations)</b> <b>ECPACC</b> <b>Private Sector</b>
Expand on new and traditional creative industry markets, cultural diversity, and heritage	
Increase economic participation by historically disadvantaged groups	
Maximising the impact of major sport events	
Revive the economy through social infrastructure development and maintenance	

## P-MTDP Priority 2: Reduce poverty and tackle the high cost of living

<b>Provincial Integration area/s:</b> <ul style="list-style-type: none"> <li>Social cohesion, Moral regeneration, Community safety and GBVF</li> </ul>	
<b>DSRAC Outcome:</b> A diverse, socially cohesive society with a common national identity	
Key Interventions	Envisaged partners
Increase awareness of the charter of positive values and national symbols	<b>DoE, DoH, DSD</b> <b>Municipalities &amp; COGTA</b> <b>NGOs/NPOs (e.g., CCIFSA, ECSC and Federations)</b> <b>ECPACC</b> <b>Private Sector</b>
Equalising opportunities, inclusion, and redress	
Increase interaction across space, race, and class <i>(Increase access and transform the sector)</i>	
Promote inclusive engagement across diverse audiences <i>(Strengthen/foster inclusive community engagement)</i>	
Advance collections stewardship and access <i>(Champion lifelong learning)</i>	

## P-MTDP Priority 3: A capable, ethical, and developmental state

<b>Provincial Integration area/s:</b> Transformation, Governance & Municipal Support
<b>Collaboration area/s:</b> Support and review of Integrated Development Plans (IDPs) and District One Plans and departmental plans
<b>DSRAC enabling outcomes:</b> <ul style="list-style-type: none"> <li>A transformed, capable sport, arts, culture, and heritage sector</li> <li>Integrated and accessible social infrastructure and information</li> </ul>

• Compliant and responsive governance	
Key Interventions	Envisaged partners
Capacity building in the sector (skills development)	<b>OTP (incl. ECSECC and DHA), Provincial Treasury, DoE, DPWI, DEDEAT Municipalities &amp; COGTA Institutions of Higher Learning, Sector organisations (Sport federations, Confederation, ECAS, ECPACC, MBTC, EL Guild Theatre, NAF, Library Council and Archives Council, Museum Boards).</b>
Build and recognise excellence	
Alignment to Gender Responsive Planning, Budgeting, Monitoring and Auditing Framework.	
Access to information	
Social infrastructure development	
Review and or set up community hub model and develop Community Arts Centre into rural/township innovation centres	
Performance and financial oversight	
Capacitate human resources	
Ensure integrated stakeholder management	

## 7.5 A description of the enablers intended to assist with achieving the five-year targets

The department has established three enabling outcomes to assist with the achieving of the desired priorities. These enabling priorities and their interventions implemented through Provincial Integration programmes, “**Transformation, Governance & Municipal Support**”, will contribute towards the realisation of P-MTDP Priority 3: A capable, ethical, and developmental state.

### i. A transformed, capable sport, arts, culture, and heritage sector

Enabling priority 1: A transformed, capable sport, arts, culture, and heritage sector			
Outputs	Productive sector	Financially and organisationally sustainable sector	Responsible sector
<b>Key interventions</b>	Artists placed in schools’ programme. Empowerment/Training programmes for artists, practitioners, educators/volunteers.	Funding support to institutions, federations, and confederation. Diversification of funding	Nurture and recognise talent. Professionalise the sector.

- A more productive sport, arts, culture, and heritage sector will be one that maximises its available resources and assets (including facilities, skills, and workforce) and contributes directly to economic development. By ensuring it can be more productive, the sector can better deliver everything else in this strategy. *(For example, in Cultural and Creative Industries, the training of professionals in areas such as Dance, Theatre, Music, Painting, Sculpture, Film and Audio-visual becomes vital).*
- Financial and organisational sustainability are vital to build the strong foundation needed for successful delivery. This means that individual organisations and the sector must become

more sustainable, including through robust governance and a capable workforce with a good pipeline of the right skills for the future.

- A more responsible sport sector is one that makes sure that the people within it, whether playing, working, volunteering, or watching, feel welcome and can do so safely. Sport, arts, culture, and heritage sector should be inclusive and open to everyone that wants to take part and meet its responsibilities towards the rest of the sector, ensuring that organisations work in partnership and those areas that enjoy commercial success are able to support those for whom a commercial business model may not be feasible

## ii Integrated and accessible social infrastructure and information

Enabling outcome 2: Integrated and accessible social infrastructure and information		
Outputs	Social infrastructure developed and or maintained	Access to information
Key interventions	Resistance and Liberation Heritage Route Sites. Heritage Legacy projects, monuments/statues, memorials; theatres, refurbishment of art centres, museums, development and or maintenance of libraries, etc.	Development and promotion of multilingualism. Records digitized . Records management. Digitisation of Archives . Library and information services, Indigenous Knowledge System, etc.

- **Physical infrastructure:** Improvements in the province's physical infrastructure, sport, and recreation facilities, including cultural spaces, access to electricity and mobility, are necessary to provide spaces for participation, creating, distributing, and consuming art, culture, and creativity.
- **Compliant norms and standards** for infrastructure development to the needs of people with disabilities.
- **Digital infrastructure:** Improvements in the quality and affordability of Internet distribution in the province are essential for developing the CCIs, Digitisation of archives, digital libraries, etc.; and indeed, entire supportive ecosystems that prompt growth.

## iii. Compliant and responsive governance

Enabling outcome 3: Compliant and responsive governance				
Output	Improved digital technology and communications platforms	Credible Performance and financial oversight	Capacitated human resources	Integrated stakeholder management
Key interventions	Leverage digital technology.	Strategic and annual planning programmes;	Internship programme,	Working Group,

<b>Enabling outcome 3: Compliant and responsive governance</b>				
<b>Output</b>	<b>Improved digital technology and communications platforms</b>	<b>Credible Performance and financial oversight</b>	<b>Capacitated human resources</b>	<b>Integrated stakeholder management</b>
	Create digital platforms in support of access to departmental infrastructure information	Audit outcome,	Employee Training programmes,	Cluster work;
		Audit Charter,	Consequence management,	Intergovernmental forums; MINMEC,
		Audit Plans,	Vacancy rate,	MOUs between spheres of government;
		Asset Management,	Conditions service,	of SCM contract management, etc.
		Strategic Risk Assessments,	Human Resource Planning, etc.	
		Financial disclosures, etc		

- Digitise processes that are still performed manually and/or using paper, which makes it difficult to organize and speed up business processes.
- Increase training for people assigned to the activity, allowing greater efficiency in the management of processes and capacity to deal with their complexity.
- Improve research capacity by working closer with Institutions of Higher Learning.
- Implement a comprehensive legal compliance strategy incorporating regular monitoring of regulatory changes, staff training, internal audits, and risk management. This should be complemented by a robust monitoring and evaluation system and enhanced stakeholder engagement.

## 7.6 Explanation of the outcomes' contribution to the achievement of the impact.

The 2025-2030 strategy approach used the problem tree focus area, a theory of change and a logical framework. Through this approach, key strategic interventions were identified to contribute towards the strategic mandate. The theory of change shows the pathway to be followed logically from the department's contribution to the **Provincial Development Plan (PDP)**, **Vision 2030**, and **Provincial Medium Term Development Plan (P-MTDP)** priorities to the identification of strategic interventions and projects that contribute towards the strategic outcomes and outputs thereof that will be implemented. Each output has a series of interventions that will be implemented at

different levels over the five years. The strategy identified the key drivers and assumptions that will be the enablers for the achievement of the short-term, medium-term and long-term outcomes. Thus, it identifies critical elements of the intervention: activities, outputs, outcomes, impact, assumptions and risks.

The theory of change outlines the selected interventions as projects that over 5 years can lead to the realisation of the set DSRAC outcomes. Each intervention has outputs that will be delivered during implementation if the assumptions become realistic, and risks are managed leading to the desired impact. Some of the key assumptions deal with good governance, financial management, strong partnerships, participation of the previously disadvantaged groups, integration programmes, and increased funding. Many of the results in the theory of change have a mutually reinforcing relationship with other results.

## 8. Key Risks

Outcome	Identified Strategic risk	Proposed Mitigation Action
Increased market share of and job opportunities created in sport, cultural and creative industries	Fragmented sector	Dialogue programme, policy, and IGR programme
	Lack of reliable and relevant data	Research and data collection programme
	A lack of a development trajectory in the festivals	EC Tourism flagship festival programme
	Clear and shared criteria for recognising and rewarding excellence	Eastern Cape excellence acceleration programme
	Possible IP infringements especially in digital content creation	Education and training on IP protection and management
	Inaccessibility of arts centres	Digital access programmes and implementation of rural/township innovation centres.
	Lack of integration of people with disability, youth, and women	Transversal implementation programmes and quotas for implementation and funding
Outcome 2: A diverse, socially cohesive society with a common national identity	Insufficient financial resources	Prioritization of key projects in relation to funding and allocation of human resources
		Donor funding/ Partnerships/Resource mobilisation/Presidential Stimulus Fund
	Loss of provincial heritage and social memory	Digitising/Disaster recovery plan
	Limited/Lack of Budget for renovations and customization	Source additional funding

Outcome	Identified Strategic risk	Proposed Mitigation Action
	Moving of archival records to a temporary storage	Security measures
	Human capital/reliance on interns	Sourcing of skilled personnel
	Lack of trust from institutions required to transfer records	Plan in place to implement required standards
<b>Outcome 3: Transformed and capable arts, culture, heritage, Sport and Recreation Sector</b>	Lack of collaboration with relevant strategic partners for the project	Intensify collaboration internally, establish formalised collaboration with Institutions of higher learning Collaboration with DoE
	Lack of Financial Resources due to shrinking government fiscus Unavailability of interpreters Failure by Departments/public entities to implement the Language Act Inadequate budget to publish quality manuscripts Publishers doing shoddy work Book stores not interested in African Literature	Collaboration / partnerships with institutions of Higher Learning Skills development / training and capacity building workshops Workstream Cluster / training and capacity building workshops To partner with the private sector and SETA's to tap into their resources To have a panel of reputable publishers contracted with the department Ongoing engagements with the sector on how African literature can find expression in traditional bookstores
<b>Outcome 4: Compliant and responsive governance</b>	Insufficient budget to resource governance	Strengthen monitoring of sittings within specified 4 meetings per year and additional 2 special meetings
	Non availability of individuals to serve in the Council	Remuneration of the Council and be in par with other structures in the department
	Correct placement of the Provincial Archives staff	Review organisational structure
	Lack of capacity internally	Appoint external human resources
	Insufficient financial resources	Prioritisation of major projects/events and deployment of human resources

Outcome	Identified Strategic risk	Proposed Mitigation Action
	Equitable share budget continuous shrinkage Possible withdrawal of Conditional Grant Funding	
	Low skills base	Skills development programme
	Low barriers of entry	Policy and regulation
<b>Outcome 5: Integrated and accessible sport, recreation, arts, culture and heritage infrastructure and information</b>	Vandalism and theft	Collaboration between safety and security cluster, Community Police Forums
	Phasing out of the conditional grant	Budget must be ring fenced for libraries
	Lack of cooperation from municipalities	Escalate the matter with both administrative and political leadership
	Salary disparities which may lead to labour issues	Initiate internal and external consultation process with all affected parties.
	Land ownership issues in the building of libraries	Obtain title deeds prior to building
	Lack of capacity internally (provincialisation)	Appoint external human resources

## 9. Public Entities

Name of public Entity	Mandate	Outcomes
Eastern Cape Provincial Arts and Culture Council (ECPACC)	ECPACC is entrusted with the responsibility of fostering the arts and promoting the culture of the Eastern Cape to allow for the expression of the unique identity of the province and enable its artists to realize their potential through their expression of the arts to build an improved quality of life for themselves and their communities	A properly re-engineered, well governed, and well-resourced entity that is resilient and capable of executing its mandate
		Transformation of the sector through the empowerment of indigenous, previously disadvantaged, and marginalized groups or individuals.
		A new breed of innovative and self-sufficient creative entrepreneurs developed through province-wide talent cultivation, identification, and development
		A province-wide promotion of arts and culture supported to create strong and cohesive values

## Part D: Technical Indicator Descriptions

Indicator title	1.1: Percentage of the Cultural and Creative Industries (CCI) contribution to the Gross Domestic Product (GDP)
Definition	Measure contribution of the sector to the economy and the market value of goods and services produced by CCI (UNESCO Culture 2030 Indicator 6)
Source of data	SACO, Stats SA
Method of calculation/assessment	$(\text{GDPCCI } t - \text{GDPCCI } t-1) / \text{GDPCCI } t-1 * 100$
Assumptions	SACO will include the study into the research agenda. A limitation of this indicator is that it is not able to consider all cultural activities including those that are informal and unpaid.
Disaggregation of beneficiaries (where applicable)	Not Applicable
Spatial transformation (where applicable)	National
Desired performance	6%
Indicator responsibility	Chief Directors: Programme 2

Indicator title	1.2: Percentage contribution of sport and recreation to the GDP
Definition	Measure the overall contribution of sport and recreation sector to the economy and market value of goods and services produced by the sport and recreation sector
Source of data	Stats SA and SACO
Method of calculation/assessment	$(\text{GDPCCI } t - \text{GDPCCI } t-1) / \text{GDPCCI } t-1 * 100$
Assumptions	SACO will include the study into the research agenda. A limitation of this indicator is that it is not able to consider all cultural activities including those that are informal and unpaid.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Province wide
Desired performance	5%
Indicator responsibility	Chief Director: Programme 3

Indicator title	1.3. Percentage of CCIs contribution to job opportunities
Definition	Measures the extent to which CCIs contribute to job opportunities
Source of data	SACO; Stats SA
Method of calculation/assessment	SACO conducts surveys and research to measure the economic impact of CCI Stats SA provides employment data
Assumptions	SACO measure the CCI Index Data collection will be representative of the CCI sector
Disaggregation of beneficiaries (where applicable)	By industry sub-sector (e.g., music, visual arts, craft) By job type (e.g., full-time, part-time, freelance) By demographic (e.g., age, gender, race)
Spatial transformation (where applicable)	Province wide
Desired performance	9%
Indicator responsibility	Chief Director: Cultural Affairs

Indicator title	1.4 Percentage contribution of sport and recreation to job opportunities
Definition	Measure the number of job opportunities created/sustained in sport and recreation.
Source of data	SACO Stats SA
Method of calculation/assessment	SACO conducts surveys and research to measure the economic impact of sport and recreation Stats SA provides employment data
Assumptions	SACO measure the CCI Index Data collection will be representative of the Sport and Recreation sector
Disaggregation of beneficiaries (where applicable)	By job type (e.g., full-time, part-time) By demographic (e.g., age, gender, race)
Spatial transformation (where applicable)	Province wide
Desired performance	5%
Indicator responsibility	Chief Director: Sport and Recreation

Indicator title	2.1 Percentage of citizens who show a strong devotion to the country
Definition	This indicator measures the percentage of citizens who show a strong devotion/commitment and loyalty (unwavering dedication and allegiance) to South Africa. It is believed that these citizens will be willing to sacrifice or contribute to the nation's well-being, thus contributing to the promotion of social cohesion and national identity.
Source of data	Brand SA Domestic Perceptions Study
Method of calculation/assessment	Survey / Barometer findings
Assumptions	Brand SA Domestic Perceptions Study will conduct the surveys at least every two and half years to enable the evaluation of the strategic plan at mid-term and end of term.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Province wide
Desired performance	85%
Indicator responsibility	Chief Directors

Indicator title	2.2 Social Cohesion Index
Definition	The indicator measures social cohesion (collective attributes and behaviours characterised by positive social relations, a sense of identification or belonging, and an orientation towards the common good) in a society, by assessing the dimensions on inequality, trust, and identity. This, to promote social cohesion while building the nation. The Social Cohesion Index is a construct measured through a set of predetermined variables included in the survey.
Source of data	Brand SA Domestic Perceptions Study
Method of calculation/assessment	Quantitative survey
Assumptions	Brand SA commission survey annually

Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Province wide
Desired performance	70%
Indicator responsibility	Chief Directors: Programme 2, 3 and 4

Indicator title	2.3 Percentage of citizens who express pride in being South African
Definition	<p>The indicator measures collective consciousness in terms of who we are as a people. It is about the fostering of unity and promotion of a countrywide conscious sense of being proudly South African. It reflects citizens' pride in their heritage, cultural values, or simply belonging to South Africa. This pride can be sentimental and symbolic, often based on aspects like shared history, culture, and community rather than on actions or devotion to the nation's goals.</p> <p>The percentage here would indicate how many citizens positively identify with South Africa on a personal level, independent of how they view the government or current state affairs.</p>
Source of data	Government Communications' (GCIS) National Tracker Survey
Method of calculation/assessment	Close-ended questions with pre-determined responses asked of South Africans. The response percentage is based on the number of people who selected a certain response. E.g. 90% of South Africans are very proud to be South African – 90% of the representative sample chose the response 'very proud to be South African.'
Assumptions	Government Communications (GCIS) published the National Tracker Survey
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Province
Desired performance	90%
Indicator responsibility	Chief Directors: Programmes 2,3, & 4

Indicator title	<b>3.1</b> Percentage of funding distributed to beneficiaries giving priority to indigenous, previously disadvantaged individuals (PDIs), and marginalised groups or individuals
Definition	Measure the extent to which access to funding is diverse and inclusive.
Source of data	DSRAC
Method of calculation/assessment	Simple count
Assumptions	Marginalised groups of individuals apply
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Province wide
Desired performance	Inclusive economic growth

Indicator responsibility	Chief Financial Officer
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Indicator title	<b>3.2</b> Percentage of citizens who have access to a safer, diverse and secure digital environment and are resilient to disinformation
Definition	Measures the extent to which information can be accessed from different platforms
Source of data	DSRAC
Method of calculation/assessment	Simple count
Assumptions	SACO will include the study into the research agenda.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Province wide
Desired performance	80%
Indicator responsibility	Chief Directors: Programmes 1, 2, 3 & 4

Indicator title	<b>3.3</b> The demographics of volunteers to become more representative of society (sport, recreation, heritage, arts and culture sector)
Definition	Measure representation from various societal groups in sport, recreation, arts, culture and heritage sector
Source of data	Stats SA survey, community surveys,
Method of calculation/assessment	Quantitative survey
Assumptions	Vary of volunteers representing the sector
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Province wide
Desired performance	Sport and culture as means for social cohesion and nation building
Indicator responsibility	Office of the HOD

Indicator title	<b>3.4</b> Percentage of governmental bodies (municipalities, departments and public entities) that report concrete results in their annual review in support of Use of Official Languages Act,
Definition	Measures an extent to which governmental bodies should comply with the Use of Official Language Act.
Source of data	DSAC
Method of calculation/assessment	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	None
Spatial transformation (where applicable)	Province
Desired performance	100%
Indicator responsibility	Chief Director: Programme 2

Indicator title	<b>3.5</b> Percentage of digital technology and communications platforms utilised
Definition	Measure ICT platforms for business operations management
Source of data	DGITO

Method of calculation/assessment	Simple count
Means of verification	Dashboard Reports
Assumptions	Availability of resources for digital technology
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Province wide
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Improved communication platforms
Indicator responsibility	Choef Director: Corporate Services

<b>Indicator Title</b>	<b>3.6 Audit Outcome</b>
Definition	Improved governance reflected through the audit outcome certified by Auditor-General South Africa (AGSA). The certification includes confirmation by AGSA that the financial statements are free from material misstatements (in other words, a financially unqualified audit opinion) and there are no material findings on reporting on performance objectives or non-compliance with legislation.
Source of data	DSAC Annual Report
Method of Calculation/ Assessment	The opinion of the Auditor-General as documented in the DSAC Annual Report or signed AGSA report.
Assumptions	The audit will be completed within the normal timeframes (June to July)
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Desired Performance	Clean audit report
Indicator Responsibility	DDG: Programme 1

<b>Indicator title</b>	<b>3.7 Percentage implementation of DSRAC Equity Plan</b>
Definition	Refers to measure departmental contribution on transformation
Source of data	DSRAC Annual Reports
Method of calculation/assessment	Youth, women, disability groups/ Number of DSRAC employees X 100
Means of verification	HR records, employees' satisfaction surveys
Assumptions	Recruitment done according to the plan
Disaggregation of beneficiaries (where applicable)	Women, youth, people with disabilities
Spatial transformation (where applicable)	Head Office and district offices
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	50% Women employees in senior management (or higher) 2% employees with disability (or higher)
Indicator responsibility	Chief Director: Corporate Services

Indicator title	3.8 Percentage of governmental bodies (municipalities, departments and public entities) that report concrete results in their annual review in support of Provincial Records Management Policy
Definition	Measures an extent to which governmental bodies should comply with the Provincial Records Management Policy
Source of data	DSAC
Method of calculation/assessment	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	None
Spatial transformation (where applicable)	Province
Desired performance	100%
Indicator responsibility	Chief Director: Programme 2

## PART C: ANNEXURES

### Annexure A: District Development Model

Areas of intervention	Medium Term Strategic Framework (5 years - MTSF) – SP					
	Project description	Budget <sup>1</sup> allocation R'000	District Municipality	GPS (X; Y) Coordinates	Project leader	Social partners
Access to information	Uitenhage Museum	R 200	Sarah Baartman	-32.74809; 25.800632	DSRAC	Nelson Mandela Metro
	Ntabankulu Library	R 13 000	Alfred Nzo	29,30055; -30,96115	DSRAC	Ntabankulu L.M
	Ngquza library	R 800	OR Tambo	29.498439; -31.077714	DSRAC	Ngquza LM
	Izingcuka Modular Library	R 100	OR Tambo	28.752677; -31.305905	DSRAC	Mhlonlto LM
Access to information	Colchester modular Library	R 50	NMM	25.816278; -33.688174	DSRAC	Nelson Mandela Metro
	Kuyga modular Library	R 50	NMM	25.444366; -33.922805	DSRAC	Nelson Mandela Metro
Access to information	Ugie Library	R1 300	Joe Gqabi	28.230827; -31.199130	DSRAC	Elundini
	Pearston Library	R100	Sarah Baartman	25,138117; -32,582217	DSRAC	Blue Crane
	Fingo Library	R4 000	Sarah Baartman	26.544321; -33.306339	DSRAC	Makana
	Provincial Archives	R 490	BCM	27.897404; -32.995430	DSRAC	BCM

<sup>1</sup> Total Project Cost is R27 550 000

Areas of intervention	Medium Term Strategic Framework (5 years - MTSF) – SP					
	Project description	Budget <sup>1</sup> allocation R'000	District Municipality	GPS (X; Y) Coordinates	Project leader	Social partners
	Somerset East Museum	R 3 220	Sarah Baartman	25.584860; -32.713440	DSRAC	Blue Crane
	Stockroom Museum	R 2 400	Chris Hani DM	26,87464; -31,89495	DSRAC	Enoch Mgijima
	Missionary Museum Qonce	R50	BCM	27,391333; -32,878	DSRAC	BCM
	Uitenhage Museum	R50	NMM	25.399040; -33.770257	DSRAC	NMM
	Fort Beaufort Museum	R50	Amathole	26,635009; -32,778086	DSRAC	Raymond Mhlaba
	<b>Maintenance and repairs</b>					
Access to information	Wilton Mkwazi	R1 290	BCM	27.388261; -32.883146	DSRAC	BCM
	Culturama Campsite	R250	NMM	25.316944; -33.860744		NMM
	Mdantsane Library	R150	BCM	27.694244; -32.955311	DSRAC	BCM

<sup>1</sup> Total Project Cost is R27 550 000

## Annexure B: SWOT

### Analysis

#### Internal environment analysis

<b>STRENGTHS</b>
Access to trained coaches
Availability of raw talent
DSRAC cooperating with structures
Recreation: Dominance in participation from District to National level
Vastness of the district enables large selection pool
Good working relations with Stakeholders.
Ability to meet targets and objectives as outlined in the AOP
Qualified librarians
Accessibility
Cooperation with the municipalities.
E-book to access books electronically wherever you are (Remote areas).
Free internet access.
Space for study,
Wi-Fi available for research'; E books is available
Centre of improvement of knowledge
Staff to be helpfull
Safe space
Safe space to store posters for public information
Social cohesion.
Hub of technology
Tourism hub for technology
Archives: - Research, intensify about archives available
Busy with Digitization
To bring research based institutions to Eastern Cape, eg.loans.
Cultural Heritage: The area has a rich heritage with diverse cultural identities, including the Khoi, San, and Hindu communities.
Nation-Building: Museums and cultural sites can play a crucial role in racial cohesion and nation-building.
Local Initiatives: Programs like the IMD (possibly the International Museum Day or Indigenous Museum Development) and the involvement of schools and indigenous leaders are positive steps.

Recognition of History: Efforts to strengthen the recognition of Khoi and San heritage and the historical significance of Uitenhage, including events like the 1985 massacre, are important.
Diverse Contributions: Researchers, cultural diversity, and language heritage are being acknowledged, with new lessons learned from past initiatives like Riemvasmaak.
Arts in Rural Areas
Good Partnership with Departments, Traditional Leaders and Council of Churches, Education
Heritage is Rich in the O. R. Tambo District
Indigenous knowledge system
Museums are based in CBD`s
Museums in the Rural Areas
SA Constitution Schedule 5
Protected by Legislation (Provincial Archives and Records Services Act No. 7 of 2003.
Authentic information.
Free Access to all.
Uniqueness of information.
Primary/original archival material.
Support to governmental bodies.
Awareness on records management.
Through directives records classification systems are standardized.
Digitization.
SA Constitution Schedule 5
Protected by Legislation (Library and Information Services Act No. 6 of 2003.
Availability of mini libs.
Public- private partnership
Awareness of library usage.
Support to all libraries.
Skilled personnel/creatives
Active Boards
Availability of human resources
Collaborative teamwork between the municipality and the department

14 out of the 16 codes are represented in the District – Chess, Netball, Football, boxing, Rugby Cricket, Goalball, Hockey, Athletics, Swimming, Volleyball, Basketball, Tennis, Gymnastics, Softball & IG.
Public Participation
Stakeholder involvement
Functional high-performance center
Department financial support
Community needs to know where to go
Information for tourist are not always available at libraries.
Librarian is a dying career. Lack of guidance to the study field.
Lack of support for writers /authors
Lack of indigenous books
Collaborations between writers and libraries.
Libraries need to be with in walking distance .
Safety and security
Not knowing if archives are available and the address of the archives
Digitization to speed up
More information needed in Eastern Cape, rely a lot on Western Cape for information.
Archives needs to be organized to be accessible for visitors.
Valuable documents need to be kept safe.
Lack of Unity: There's a need for more cross-cultural experiences and black unity.
Insufficient Support: Government support is lacking, both in terms of funding and security, leading to vandalism and neglected infrastructure.
Communication Issues: Poor communication between stakeholders, including local SAHRA (South African Heritage Resources Agency) and municipalities, has hindered progress- ECPRA
Historical Neglect: Post-1985 reparations for Uitenhage families have not been adequately addressed. Museums and heritage sites are in poor condition, with low levels of conservation.
Theres no platforms to express themselves
Communities they don't understand significance of Arts Build Strategy to increase interest in Communities
Unavailability of Department in IGR Platforms
Lack of information about sector from Local Municipalities and Department

Lack of division between youth and adults
Lack of recognition to our artists
Lack of Heritage Council.
Lack of Recording
They don't open in Weekends and public holidays
No Human Resource
The visual arts, craft and design is mainly supported by the white population group. The black population supports performing arts (craft is limited among sewing groups and the like).
Khoi and San: no programmes in place to promote the Khoi and San cultures in the district
National Arts Festival and other provincial events: departmental branding is limited and is over-crowded by other partnering institutions
The social cohesion, nation building and safe communities aspect is missing on departmental branding
Dilapidated Infrastructure in Museums
Lack of Long-Term Planning: Many activities are one-off and do not contribute to lasting repair or development.
Lack of recognition of artists
Lack of support for Film makers
No adequate archive building.
Lack of funding
No political will.
Noncompliance with the legislation
Few Formal training institutions for Archives and Records Management in SA.
High Staff turnover.
Shortage of skills.
Outdated Provincial Act.
Outdated Provincial Act
Lack of funding.
Non funded mandate.
Irrelevant and outdated library.
Shortage of library staff.
High Staff turnover.

Ownership of Libraries.
Lack of ICT maintenance in libraries.
Maintenance of public/community libraries
Lack of recognition for creatives
Capacitation of the Board of Trustees, Committees (art centres, museums)
Unskilled staff – Individuals employed without the necessary skills to roll out their duties.
Lack of mentorship
Poor succession planning
Limited/ shrinking budget
Limited board powers
Creatives not graded
Lack of creatives and specialist (conservators) database
Limited financial resources for the implementation of programmes
limited facilities and insufficient/poor equipment to cater for 16 codes. No commitment from DoE with sport related matters.
Curation: there are no people with expertise to look after the artefacts (artefacts and cultural heritage being destroyed).
Institutions staff complement and expenditure is linked to head office. The high COE at departmental level hampers institution's ability to implement programmes.
Poor maintenance of the HPC.
The 2 art centres funded by by the Department (Tsitsikama and Dakawa) are not fully functional due to decaying infrastructure, physical location.
There is no tracking system for artists to grade their level of development.
Training provided by the department is not accredited;
Insufficient capacity building for sport and recreation
Inactive (nonfunctioning) of code structures
Vastness of the district

OPPORTUNITIES	THREATS
There is an opportunity to train and develop children to Olympics level through our academies	School principals do not affiliate for learner participation; also, do not attend.
Growth and exposure	Non-Prioritisation of sport by the schools
Attraction of sponsors for all programmes	Lack of parental support

OPPORTUNITIES	THREATS
	Lack of growth (athletes)
Development of Policies and forums by the District Municipality for creatives and heritage related matters	Damage to artifacts and displays (Corrosion and discolouration and general deterioration) due to high temperatures and relevant humidity
libraries accessible to rural areas	Unrests within the community which result in disruptions and damage to property
Community members can be part competitions (funda Mzansi)	Vandalization of libraries
Access to internet	Budget constraints
Users can get information early (employment adverts, business adverts and so forth)	Misuse of library internet
Transformation and Cohesion: There's a chance to own and lead cultural transformation, fostering cohesion through shared heritage.	Neglected Infrastructure: Heritage sites and museums are often only maintained when events are scheduled, leading to long-term neglect.
Fundraising and Training: Opportunities exist for fundraising and training initiatives to support heritage preservation.	Historical Trauma: The pain of past traumas, such as forced removals and neglected community needs, persists.
Heritage Site Programs: Developing programs focused on the preservation of heritage sites, including Heroes Acres and the Cradock Four, can enhance cultural awareness and participation.	Limited Funding: Reliance on government funding, which is often insufficient, threatens the sustainability of heritage projects.
Heritage Councils and Think Tanks: The Nelson Mandela Heritage Council and other self-organized groups could provide a platform for collaboration and innovation in museum and heritage site management.	Exclusion of the Eastern Cape: National programs and funding sometimes overlook the Eastern Cape, leading to disparities in heritage preservation.
National and International Collaboration: Engaging with organizations like UNESCO and ECHRA can help secure support and recognition for heritage projects.	Vandalism in the sites
Temporary Exhibitions to the private sector (i.e. Holiday destinations)	Global Warming
Travelling exhibitions	Red Tape Strategy
Social Media.	Heritage Sites are not declared
Digitization.	Technology.
Technology.	High Staff turnover.
Media partnership.	Internet café.
Appointment of Records Managers and other skilled personnel.	Statutory bodies, local authorities and private companies that are better off resourced than public archives.
EDRMS (Electronic Document Records Management System).	
Insurance for libraries	Technology.
SLIMS and Ebooks.	High Staff turnover.
Technology.	High rate of vandalism.
Media partnership.	Shortage of transport.

OPPORTUNITIES	THREATS
Mobile libraries.	Community unrest.
	Replacement of lost library materials.
Safe spaces	Poor unmaintained infrastructure
Places of learning and research	Shrinking budget
Custodians of cultural heritage	Infrastructure vandalism
Gateway to tourism	Staff lethargy
Engaging with institutions of higher learning	Unqualified staff
Exhibitions and performing platforms	Political interference
Funding opportunities	No collections management plan
Capacity building	Gap in policies
Apply for Lotto Fund	Organizations not qualifying to apply.
Exposure to high performance centers	Not meeting membership criteria of mother body.
Partnership with private entities for funding	Closing down of HPC.

### McKinsey 7s Model.

7s	Inputs
Strategy	Currently in conversation with the district municipality on a CHDM strategy and a policy which will eventually lead to the formation of a district creatives forum. Book delivery plan, Library monitoring/visits, Book clubs
Structure	The museums organogram does not permit us to perform duties as expected as posts are not fully complemented Arts and culture section shortage of staff. Review MOA, library committee
Systems	Districts have systems in place for data collection and it is constantly updated Slims, Isisele
Shared values	Teamwork is key to the success of programme Adherence to Batho Pele Principles, inter-alia; consultation, etc. Reliability Honesty Communication
Style (of leadership)	Sectional meetings and stakeholder meetings are conducted Flexible style (every employee is involve in decision making)
Staff (establishment)	Although the organogram is there it is not fully complemented and handicaps the district for programme 2. Qualified librarians
Skills	Arts Administration skills and perfecting current existing skills for museums and heritage practitioners.
Skills	Qualified librarians

## EXTERNAL ENVIRONMENT ANALYSIS

The following section outlines the Political, Economic, Social, Technological, Environment & Legal (PESTEL) factors in the province and the impact they have on social cohesion. It further looks at the competitive environment, in relation to the respective district's surroundings.

<p><b>POLITICAL</b></p> <ul style="list-style-type: none"> <li>- Demarcation: DOE 12 districts; DSRAC 8 districts</li> <li>- Lack of cooperation between spheres of government - provision and use of facilities:             <ul style="list-style-type: none"> <li>▪ Municipalities not effectively utilising MIG budget for its intended purposes – provision of sport, recreation and other amenities</li> <li>▪ Competition and non-cooperation amongst ward councillors,</li> </ul> </li> <li>- Political Interests and interference have negative impact on service delivery.</li> <li>- Policy uncertainty due to change of political leadership/administration and its negative impact</li> <li>- Political Deployment.</li> <li>- Lack political will/support and marginalisation.</li> <li>- Political instability affects continuity/ Political business continuity</li> </ul>
<p><b>ECONOMIC</b></p> <ul style="list-style-type: none"> <li>- Lack of funding for sports hinders growth</li> <li>- Lack of Financial Resources. Budget is not equal to the task.</li> <li>- Economic spin off through Tourism.</li> <li>- Limited and Fluctuation Budget</li> <li>- Junk Status</li> <li>- Lack of arts awareness</li> <li>- Non-patronisation of locally produced products</li> <li>- Lack of funding model within the DSRAC (No clear formula for budget allocation to districts and institutions)</li> <li>- Lack of support from the private sector or lack of funding strategies by service delivery institutions/organisations</li> <li>- Lack of exposure and no cultural exchange</li> <li>- High unemployment rate</li> </ul>
<p><b>SOCIAL/SOCIO-CULTURAL</b></p> <ul style="list-style-type: none"> <li>- Support for unorganised codes by Councillors through the Mayoral Cups</li> <li>- Lack of transformation in rural areas – women are not taken seriously in sports</li> <li>- Lack of Developmental Programme that leads to Substance Abuse, Teenage Pregnancy, GBV, Crime.</li> <li>- Education</li> <li>- Perceptions.</li> <li>- Poverty.</li> <li>- Lack of Access (Geographic, Distance and Demarcation).</li> <li>- Social inequality</li> <li>- The underlying social dynamics that set us apart</li> <li>- Demographics</li> <li>- Service delivery protests</li> <li>- Unemployment</li> </ul>

<ul style="list-style-type: none"> <li>- Social ills.</li> <li>-</li> </ul>
<b>TECHNOLOGICAL</b>
<ul style="list-style-type: none"> <li>- Network challenges in rural areas leads to limited connectivity, therefore limited exposure for athletes (eg. watching the Olympics)</li> <li>- Access to technology can assist with training, tutorials and motivates athletes at all levels</li> <li>- Correct use of social media platforms</li> <li>- Lack of Services for Monitoring ICT Infrastructure.</li> <li>- Digitalisation of Exhibitions in Museums (E- Museum)</li> <li>- Technological Advancement &amp; Standards.</li> <li>- Digitalisation:             <ul style="list-style-type: none"> <li>▪ assists in preservation of records</li> <li>▪ e-books, e-lending system</li> </ul> </li> <li>- Availability of Wi-Fi in sport events to give hype to the participation and sport events happening around. Social media: use of hashtags. Pre-marketing strategies to create a hype around events; incentives. Live streaming.</li> <li>- Network challenges in rural areas: government is rolling out broadband to address network challenges</li> <li>- Make use of 3-D images of artefacts for display purposes (this will curb theft)</li> </ul>
<b>ECOLOGICAL/ENVIRONMENTAL</b>
<ul style="list-style-type: none"> <li>- Lack of maintenance of public facilities (fields, ablution facilities)</li> <li>- Global Warming Affects Infrastructure.</li> <li>- Veld Fires and Natural Disasters affect Facilities.</li> <li>- Climate change that may cause disasters</li> <li>- Drought: results in less or no water, and this impacts performance</li> </ul>
<b>LEGAL</b>
<p>No MOU between DSRAC and DEDEAT:</p> <ul style="list-style-type: none"> <li>- Artists also need wood for craft. Agreements need to also be in place for trees that can be chopped for craft</li> <li>- Recycling initiatives</li> </ul> <p>Need for MOU between DSRAC and Private mining sector/Dept of mineral resources</p> <ul style="list-style-type: none"> <li>- Crafters (pottery) to understand where clay can be mined; for mining rights.</li> </ul> <p>MOU between DSRAC and Municipalities:</p> <ul style="list-style-type: none"> <li>- Rection of monuments</li> </ul> <p>MOU between DSRAC and institutions of higher learning and TVET colleges</p> <ul style="list-style-type: none"> <li>- Safeguarding measures (Legal): in relation to safeguarding athletes (including school children).</li> </ul>

## PROPOSED INTERVENTIONS AND RECOMMENDATIONS

<b>PROPOSED INTEVENTIONS</b>
Intervention by Department and agencies in educating artists on the compliance issue for future funding.
Employment of more staff and increment in budget for operations and/ or programmes.
Digitalize for preservation

<b>PROPOSED INTEVENTIONS</b>
Constant interaction with community leaders and also seeks political intervention.
Filling vacant posts
Mobile libraries
There should be one employer
Wi-Fi and Fiber and Mobile library
Data
Involvement of community in libraries
Budget need to be increased
To block websites that are not educational, or research centered.
Requires political intervention: - Inter-departmental meetings; MOU
Bridge the gap through capacity building workshops
Develop a clear MOU for school enrichment programme between DOE and DSRAC
Budget for the programmes must be decentralized
Department to provide a stipend for coordinators
Ongoing monitoring and evaluation of our programmes to measure impact
Principals' attendance and presence throughout the process can assist the department when motivating financial support
Parents workshops, especially in rural areas.
Provision of tools of trade to support athletes
Create Partnerships with Religious. With Department of Education for the use of facilities.
Create Awareness and Capacity Building Programmes for our communities.
Create Platforms for IGR.
Artists and Organization of Artists to be presented in IDP to be part of meetings and integrated approach towards solving
So that Children can be taught at an early age
Create Awards and recognize talent
Film to be brought back to Districts, Engage Film Commission, awareness and campaigns
Establish Film Office
Organized Artists Structures to sit in IDP`s in Local Municipals and have a clear plan and collaborate.
Awareness and Capacity Building Programmes in the communities.
Establish Local Heritage Council in the Local Municipalities.
To digitize museums and conservation
Increase of Staff, funding utilization of resources
Collaborative Approach to source funds with the Heritage Council and SAHRA and other sector departments and private sector
To have travelling Exhibitions
National Intervention from Government Institutions. To have an emergency Funding in place for disasters.
To Relook and review compliance policies
To collaborate with ECPRHA to identify sites within the communities.
Forge partnership external with academic institutions.
Capacity building of Staff
Improve and communicate archives content.

<b>PROPOSED INTEVENTIONS</b>
Purpose built building for Archives.
Review legislation and policies.
Improve outreach approach.
Install and improve technology in existing infrastructure.
Build Mthatha Archives Repository.
Integration between SALGA and DSRAC.
Implement Electronical Document Management systems.
Forge partnership external with academic institutions.
Capacity building of Staff
Development of adequate infrastructure.
Fund mandate.
Review legislation and policies.
Improve outreach approach.
Install and improve technology in existing infrastructure.
Appointment of more librarians.
Align programmes with DDM
Awareness campaigns; Share achievements in the space with the internal and external publications ; make use of social media platforms to advertise successes
Relevant short courses: - Legal, Financial & Governance
Since the professionalization of the sector, the department has minimum requirements in place (in terms of qualifications and experience)
Equip staff with mentorship skills: through capacity building
Capacitate, transfer skills to put employees in a better position to compete for a higher position; Learnerships through bursaries for grade 12 learners in outlying/rural areas of the district; where learners will be employed in those specific areas once studies are completed (especially with libraries, sports administration, arts and culture functions).
Strengthen partnership with municipalities and private entities.
Clear roles of the departments within the MoU
Appointment of staff with requisite skills is critical
Ringfence budget for institutions
Collaboration of stakeholders to maintain the building.
Wish to expand the art centre footprint, considering the vastness of the district. The eGazini Pottery Centre has potential to expand into a fully-fledged art centre: - Mass production of clay products; Training centre
Develop a district database. This will also assist in tracking trainings (to ensure that beneficiaries are not trained repeatedly on the same course).
Accredited training: - Through institutions of higher learning (IHL, SETAs)
Decentralise training: where districts are responsible for training their own beneficiaries
Capacity building workshops/trainings
Recruitment of people with relevant skills/accreditation
Clustering of towns.
Provide accredited training on visual arts (all disciplines), craft and design to curb the imbalance Develop a concept/proposal for the development of visual arts, craft and design industry in Makanda.
Use technology to enhance the visual arts, craft and design industry.
Work closely with the Rhodes school of arts

<b>PROPOSED INTEVENTIONS</b>
- Museums: - Schools
The department needs to invest in branding for visibility and have a dedicated branding team for events
Incorporate social cohesion in departmental branding
Social facilitation can be used as a platform to deal with misconceptions about social ills
Climatic conditions: foster relations with DEDEAT for tree planting in and around stadiums; sport fields; library and museum facilities. Trees are a barrier for windy weather and provide shade on sunny days.

## ACRONYMS AND DEFINITIONS

<b>AO</b>	Accounting Officer
<b>CCI</b>	Cultural and Creative Industries
<b>CCIFSA</b>	Cultural and Creative Industries Federation of South Africa
<b>CFO</b>	Chief Financial Officer CSC Corporate Services
<b>DSAC</b>	National Department of Sport, Arts and Culture
<b>DBE</b>	Department of Basic Education
<b>DEDEAT</b>	Department of Economic Development, Environmental Affairs and Tourism
<b>DM</b>	District Municipality
<b>DOE</b>	Department of Education
<b>DOH</b>	Department of Health
<b>DORA</b>	Division of Revenue Act
<b>DPSA</b>	Department of Public Service and Administration
<b>DSAC</b>	Department of Sport, Arts and Culture
<b>DSRAC</b>	Department of Sport, Recreation, Arts and Culture
<b>EA</b>	Executive Authority
<b>ECAS</b>	Eastern Cape Academy of Sport
<b>ECPGNC</b>	Eastern Cape Provincial Geographical Names Committee
<b>ECPHRA</b>	Eastern Cape Provincial Heritage Resources Authority
<b>ECSC</b>	Eastern Cape Sport Confederation
<b>EPWP</b>	Expanded Public Works Programme
<b>GWM&amp;E</b>	System Government-Wide Monitoring and Evaluation System
<b>HOD</b>	Head of Department
<b>ICT</b>	Information and Communication Technology
<b>IDP</b>	Integrated Development Plan
<b>IGR</b>	Inter-Governmental Relations
<b>LGBTQIA+</b>	Lesbian, Gay, Bisexual and Transgender, Queer and/or Questioning, Intersexed, Asexual and Ally
<b>LM</b>	Local Municipality
<b>MEC</b>	Member of the Executive Council
<b>MOU</b>	Memorandum of Understanding
<b>MTDP</b>	Medium Term Development Plan
<b>MTEF</b>	Medium-Term Expenditure Framework
<b>MTSF</b>	Medium-Term Strategic Framework
<b>NDP</b>	National Development Plan: Vision 2030
<b>NGO</b>	Non-Governmental Organisation
<b>NHC</b>	National Heritage Council
<b>NHRA</b>	National Heritage Resources Act, 1999
<b>NSRP</b>	National Sport and Recreation Plan
<b>PAJA</b>	Promotion of Administrative Justice Act
<b>PanSALB</b>	Pan South African Language Board
<b>PDP</b>	Provincial Development Plan
<b>P-MTDP</b>	Provincial Medium-Term Development Plan
<b>PFMA</b>	Public Finance Management Act, 1999
<b>POPIA</b>	Protection of Personal Information Act, 2013
<b>SAHRA</b>	South African Heritage Resources Agency
<b>SASCOC</b>	South African Sports Confederation and Olympic Committee
<b>SMS</b>	Senior Management Service



## **Department of Sport, Recreation, Arts & Culture**


### **VISION**

□ **A United, Active and Winning Province Through Sport,  
Recreation, Arts, Culture & Heritage** □

### **MISSION**

□ **Developing, Preserving and Promoting Sport, Recreation, Arts, Culture and Heritage for  
Spiritual, Intellectual and Socio-economic Upliftment of the People of the Eastern Cape** □

 [www.ecsrac.gov.za](http://www.ecsrac.gov.za)

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 DSRAC Comms Media

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