



STRATEGIC PLAN
2022-2025



KWAZULU-NATAL PROVINCE

SPORT, ARTS AND CULTURE
REPUBLIC OF SOUTH AFRICA





Ms. Hlengiwe G.S Mavimbela MPL
MEC:
Department of Sport, Arts and Culture

FOREWORD

2022/23 Strategic Plan

The 2022-2025 Strategic Plan for the new KwaZulu-Natal Department of Sport, Arts and Culture (KZNSAC) is published during mid-term for the 6th Administration. While the creation of the new department marks the beginning of a new chapter, it also symbolizes continuity. The restructuring of the new department creates opportunities for a more coordinated and cost-effective service delivery model, designed to fast-track the provision of services to our communities.

As we embark on this journey to deliver effective sport, arts and culture programmes, we are encouraged by the message delivered by Premier Sihle Zikalala in the 2022 State of the Province Address, when he made a clarion call for all hands-on deck to address the pressing needs of our communities. The theme of the address was: *“Turning the corner in KwaZulu-Natal: Building on our Resilience, forging lasting peace, creating job opportunities, and ushering in sustainable growth.”* This clearly sums up the major points of emphasis for our Government, which includes building peaceful communities, job creation and economic growth.

As the creative sectors we have a major role to play in driving this vision by using sport, arts and culture as catalysts for building social cohesion, national pride, talent identification and optimization, as well as exploring the creative industries value chains for economic growth and job creation.

The new vision of KZNSAC clearly captures the mandate of the new department: *“A healthy, creative, winning and socially cohesive Province through Sport, Arts, and Culture”*.

The implementation of the Ward-based Intervention Programme (WIP) remains the focus area. This programme focusses on promoting sport, arts and culture, and contribute towards poverty alleviation at ward level through a number of programmes.

The implementation of WIP in all districts will be supported through the appointment of legendary artists and sportspersons and administrators to conduct training and mentorship programmes, targeting up and coming athletes and artists. This programme will also include the establishment of more reading and writing clubs and sports hubs whilst continuing to support the existing ones.

The legends will be deployed in communities in wards and schools where they will share their vast knowledge with young people at grassroots level. The schools are very critical areas where talent is identified, nurtured, and developed. We have reached an agreement with our Education counterparts to streamline the delivery of sport and arts in schools, which includes ensuring that all new schools should have facilities for sport and arts as well as setting aside sufficient time for playing of sport and delivery of arts and culture activities.

The department will continue prioritizing the provision of infrastructure in different districts in the form of facilities such as combo courts, sport fields and high-performance centres, arts centres, libraries and recording studios to bring services to the people without travelling long distances. Development of Multi-purpose Centres catering for arts and sports activities will also receive attention.

As part of our contribution to the recovery of the sport and arts industries we will continue with the implementation of some the programmes that we have started. These include the Keeping Arts Alive programme that will be rolled out throughout the Province to identify talent and give emerging artists an opportunity to record their music without having to travel to big cities. The 1st edition of the KZN Culture and Heritage Experience, hosted in Ugu District in March 2022, was well received with over 100 artists and crafters who participated and benefited from the festival. Our goal is to see this festival grow bigger and better, and we will incorporate sport activities in the programme.

In the sport sector, we look forward to building lasting legacies for netball and table tennis as we prepare to host the Netball World Cup in Cape Town and the World Table Tennis Championships in Durban, both in 2023. These events will contribute to economic growth through sports tourism as well as opening participation opportunities for our youth in these codes of sport.

In ensuring the smooth delivery of our programmes it is critical that we continue to strengthen our relations with industry stakeholders. These stakeholders include the KZN Sport Confederation, sport federations representing different codes, recreation bodies, arts and culture organisations and entities as well as different spheres of government.

Let us walk this journey together to change people's lives for the better.

OVERVIEW

The years 2020/21 are the most memorable to every South African for the devastating effects brought by the COVID 19 pandemic. Some people lost jobs, income, loved ones and some lost it all. At the global level all economies were brought to its knees. To date, close to 100 000 people have succumbed to COVID 19 and the numbers are still rising. In this number we also count a number of exceptional personalities that were in the sport, cultural and creative space and some of whom were the direct departmental stakeholders in various projects, like His Majesty the late King Goodwill ka Bhekuzulu.

The sporting, cultural and creative space is one of the worst negatively affected sector than any other sector of the economy in the country. Under normal circumstances, this sector thrives when scores of people attends various sport and entertainment events like festivals, theatres, exhibitions, cultural ceremonies, soccer, marathons etc. So too, the people employed in the sector make their income through the success of the abovementioned activities. The South African government, like the rest of other nations implemented the complete lockdown to mitigate the spread of the virus. People were only allowed to move out of their homes for essential services only. Furthermore, as country we were made to understand that COVID spread easily and rapidly through various interaction/ actions including congestions and to this end, social distance of about 1 to 1.5 metre was recommended as a distance to prevail in everything we do.

Easing of lockdown restrictions came and gone without re-opening the sector and its activities, this led to demonstrations and protest marches by the artists in various cities including Durban. In June 2021 civil unrest also erupted in Gauteng and KwaZulu-Natal. The course of unrest is still a subject under investigation but some people loosely attribute it poverty, which may be directly linked to closure of the economy due to lockdown. The department tried all it could like offering relief grant funding to artists. The funding mitigated against artists immediate needs but was not enough to fund their accustomed lifestyles as some of them reportedly fell into arrears with their bonds and car installments.

Entertainment

It is against this background that the department conceptualized and implemented programmes aimed at re-igniting the sector. Keeping arts alive to improve the social mood in the Province is one of the initiative by the government to host various events like festivals, exhibitions, displays etc in various locations. The programme ensures that not only big name artists' benefit but also upcoming artists' are invited to participate.

This is made possible because of the practical involvement of Government when organizing and hosting these events. Many artists' have benefitted in the form of music instruments that were supplied to them free of charge by the Department. Music instruments are used for rehearsals and performance during own organized events and those organized by government.

Furthermore the department also adopted a deliberate move of supporting the various indigenous arts and crafts including indigenous games and music genres. Historically these are the artists' that have always been backward in terms of funding and support and by co-incidence many beneficiaries in these genres are rural population.

Infrastructure

Regarding provision of library infrastructure, one can safely say the government of the day has already delivered on the promise of one library per municipality. In fact that target was surpassed in most municipalities as some of them have 2 and or modular library. To this end the, department will scale down for a while in building new libraries instead ensure the existing one are fully equipped and maintained. As we have experienced during the hard lock down virtual communication became the order of business. To this end the department will strengthen the provision ICT infrastructure in all Libraries and ensure those in rural areas are at the same level to the ones in urban areas. This will enable us to support our education system even during turbulent times like the lock down.

As a department we will continue supporting all activities related to heritage activities by guiding through policy direction and supports our entity Amafa in the implementation of programmes and projects. The implementation of the heritage routes of Johnny Makhathini, D.C.O. Matiwane Museum and Chief Albert Luthuli Memorial Site will be intensified during this period. It is envisaged that establishment of the heritage routes coupled with the recording of the oral history will play a critical role in transformation of the heritage landscape of the Province. The department will also continue with hosting the museums transformational displays and exhibitions. On the other hand the geographical place naming committee has achieved a lot in terms of names changes in the Province. A concern though is that some of the new names that have been gazetted are still not signaled in some relevant places. The department will take this matter up with the relevant Departments' like Transport and municipalities.

Talent identification

Talent Identification remains the first step in the development of sport and arts sector. Through this period of the MTSF we will rollout educational programmes targeting the youth, including but not limited to the arts and sports in schools programme, talent identification and development programme, as well as career guidance programmes. The use of the War Room Intervention Packages, including the recruitment of Youth Ambassadors and sport coordinators will assist with its implementation.

Capacity building

In order to achieve the NDP objective and a key MTFS priority of a capable, ethical and developmental state, the Department will ensure that Government has committed people with appropriate skills and is capable of being transformative and developmental. This internal capacity will assist to monitor the effective use of conditional grants and Building Programmes for artists, sportsman and women

In partnership with Sport Confederation and federations, we will develop the capacity to manage the implementation of sustainable provincial sport and recreation programmes through support for sport and recreation bodies, talent optimization, high performance and the staging or supporting of Development Games and Championships.

These programmes include, inter-alia, KZN-Sport Awards, Disability Games, Youth Run and SALGA Games, The Premiers Cup, and the Mandela Marathon.

There will also be special focus programmes including boxing development, water-safety and learn-to-swim campaigns, football development and the hosting of strategic and major sporting events.

The Department is also providing Sport scholarships that are awarded to elite and high potential athletes to assist with tuition fees and sporting expenses while still studying.

As we maintain our focus on sport, we will vigorously pursue the objectives of the National Sport and Recreation Plan, which states that, amongst other things, the Department should aim;

- To improve the health and well-being of the nation by providing mass participation opportunities through active recreation.
- To maximise access to sport, recreation and physical education in every school in South Africa.
- To promote participation in sport and recreation by initiating and implementing targeted campaigns. In developing a winning nation it is important to improve international sport successes by supporting sports people at all levels of participation. The following strategic objectives aim to achieve this:
- To identify and develop talented athletes through the implementation of a structured system.
- To improve the performances of athletes and coaches by providing them with access to a comprehensive range of support programmes.
- To develop talented athletes by providing them with opportunities to participate and excel in domestic competitions.
- To develop elite athletes by providing them with opportunities to excel at international competitions.
- To acknowledge the achievements of individuals and teams within the South African sport and recreation sector through the establishment of a recognition system.

The Department is exploring opportunities within the E-Sport and gaming industry which is growing at an astronomical rate. One fifth of the population in SA participate in E-Sports. A total of 70% of gamers are below the age of 35 whilst 80% of gamers are men and only 20% women. Therefore, there are ample growth opportunities within this sector.

As the pandemic becomes the way of our new normal, I take this opportunity to convey my sincere appreciation to all departmental employees for their patriotism as we navigate this turbulent period. The majority of us were affected directly as we have lost some of our colleagues, family members, friends and acquaintances but despite all these odds you never threw in the towel but soldiered on in pursuit of the better life for all.

Mr N.P. Chonco
HOD: Arts and Culture

Dr T.C. Sifunda
HOD: Sport and Recreation

Dr N.I. Ndlovu
Acting HOD: Sport, Arts and Culture

LIST OF ACRONYMS

ACRONYMS AND ABBREVIATIONS

ACH	Arts, Culture and Heritage	HLT	Human Language Technologies
AG	Auditor-General	HOD	Head of Department
ANC	African National Congress	HRM	Human Resource Management
APP	Annual Performance Plan	ICT	Information and Communication Technology
BEE	Black Economic Empowerment	IDP	Integrated Development Planning
BBBEE	Broad-based Black Economic Empowerment	IGR	Inter-Governmental Relations
CAC	Community Art Centre	IKS	Indigenous Knowledge System
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sports Sectoral Education and Training Authority	IPAP	Industrial Policy Action Plan
CBO	Community Based Organisation	IR	International Relations
CCI	Cultural and Creative Industries	KDDM	Khawuleza District Development Model
CEO	Chief Executive Officer	KMO	Key Measurable Objectives
CFO	Chief Financial Officer	KPA	Key Performance Area
DAC	Department of Arts and Culture	KRIMDIOF	KwaZulu-Natal Records Managers and Deputy Information Officers
DG	Director-General	KZN	KwaZulu-Natal
DoE	Department of Education	KZNACC	KwaZulu-Natal Arts and Culture Council
DoH	Department of Health	KZNDAC	KwaZulu-Natal Department of Arts and Culture
DORA	Division of Revenue Act	KZNPNGNC	KwaZulu-Natal Provincial Geographical Naming Committee
DPME	Department of Performance Monitoring and Evaluation in the Presidency	LIASA	Library and Information Association of South Africa
DSR	Department of Sport and Recreation	LHR	Liberation Heritage Route
ENE	Estimates of National Expenditure	LSEN	Learners with Special Educational Needs
EPWP	Expanded Public Work Programme	MEC	Member of the Executive Committee
FCAC	Federation of Community Art Centre	M&E	Monitoring and Evaluation
FCS	Framework for Cultural Statistics	MGE	Mzansi Golden Economy Strategy
FCS	Framework for Cultural Statistics	MIG	Municipal Infrastructure Grant
FET	Further Education and Training	MPL	Member of the Provincial Legislature
GEYODI	Gender, Youth and People with Disabilities	MOU	Memorandum of Understanding
GIS	Geographical Information System	MPAT	Management Performance Assessment Tool
GM	General Manager	MSP	Master Systems Plan

GRAP	Generally Recognised Accounting Practice	MTEF	Medium Term Expenditure Framework
GWMES	Government-Wide Monitoring and Evaluation System	MTSF	Medium Term Strategic Framework
NA	National Archives	SADC	South African Development Community
NAAIRS	National Automated Archival Information Retrieval System	SALA	South African Literary Awards
NACISA	National Cultural Industries Skills Academy of South Africa	SALPC	South African Language Practitioners' Council
NARS	National Archives and Records Service	SAN	Storage Area Network
NCHLT	National Centre for Human Language Technologies	SASCOC	South African Sports Confederation and Olympic Committee
NCLIS	National Council for Library and Information Services	SASQAF	The South African Statistics Quality Framework
NDP	National Development Plan, Vision 2030	SCM	Supply Chain Management
NEPF	The National Evaluation Policy Framework	SDG	Sustainable Development Goals
NFVSA	National Film, Video and Sound Archives	SDIP	Service Delivery Improvement Plan
NSRP	National Sport and Recreation Plan	SEDA	Small Enterprise Development Agency
NT	National Treasury	SETA	Sector Education and Training Authority
OBA	Outcomes-Based Approach	SIC	Standard Industry Classification codes
OBPA	Outcomes-Based Planning Approach	SMART	Specific, measurable, achievable, realistic and time bound
OMF	Operations Management Framework	SMME	Small, Medium and Micro Enterprises
OTP	Office of the Premier		
PAIA	Public Access to Information Act	SRSA	Sport and Recreation South Africa
PanSALB	The Pan South African Language Board	StatsSA	Statistics South Africa
PERSAL	Personnel and Salary Administration System	SMS	Senior Management Service
PFMA	Public Finance Management Act	SONA	State of the Nation Address
PGDS	Provincial Growth and Development Strategy	SOPA	State of the Province Address
PPP	Public-Private Partnership	TIC	Technical Implementation Committee
PPM&E	Planning, Performance Monitoring and Evaluation	TMS	Terminology Management System
PSA	Public Service Act	UNESCO	United Nations Educational, Scientific and Cultural Organization
PWD	Persons with Disabilities	WSP	Workplace Skills Plan
RMC	Records Management Capacity		
RWP	Revised White Paper on Arts, Culture and Heritage		

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Sport, Arts and Culture KwaZulu-Natal, in consultation with relevant staff, officials and stakeholders, as well as under the guidance of the MEC for Sport, Arts and Culture Ms HGS Mavimbela, MPL.
- Takes into account all relevant policies, legislation and other mandates for which the KZN Department of Sport, Arts and Culture
- Accurately reflects the outcomes and outputs which the KZN Department of Sport, Art and Culture will endeavor to achieve over the period 2022-2025.

Mr S. Memela

Acting Chief Director: Policy, Planning, Strategy and Research

Mrs S. Hassim

Chief Director: Corporate Governance

Ms N.D. Gqola

Chief Financial Officer

Ms Z.K. Buthelezi

Chief Financial Officer

Mr N.P. Chonco

HOD: Arts and Culture

Dr T.C. Sifunda

HOD: Sport and Recreation

Dr N.I. Ndlovu

Acting HOD: Sport, Arts and Culture

Ms H.G.S. Mavimbela, MPL

Executive Authority

CONTENTS

PART A: OUR MANDATE

1. Constitutional Mandate
2. Legislative and Policy Mandate
3. Institutional Policies and Strategies Governing the Five-Year Planning Period
4. Relevant Court Rulings

PART B: OUR STRATEGIC FOCUS

1. Situational Analysis
2. External Environment Analysis
3. Internal Environment Analysis

PART C: MEASURING OUR PERFORMANCE

Programme	Sub-programme
1. Administration	1.1. Office of the MEC 1.2. Corporate Services
2. Cultural Affairs	2.1. Management 2.2. Arts and Culture 2.3. Museum Services 2.4. Heritage Resource Services 2.5. Language Services
3. Library and Archives Services	1.1. Management 1.2. Library Services 1.3. Archives
4. Sport and Recreation	4.1. Management 4.2. Sport 4.3. Recreation 4.4. School Sport

PART D: TECHNICAL INDICATOR DESCRIPTION

PART A:

1. CONSTITUTIONAL MANDATE

The KZN Department of Sport, Arts and Culture (KZNSAC) derives its primary mandate from the Constitution of the Republic of South Africa, Act 108 of 1996.

The Preamble of the Constitution states that “We, the people of South Africa believe that South Africa belongs to all who live in it, united in our diversity.” It further states that “We adopt the Constitution as the supreme law of the Republic so as to heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights.”

It is within this broad constitutional context that the important role of sport, arts and culture in shaping the country’s identity, perception of itself and how it relates to the international community of nations is recognised. The Department must preserve, develop, protect, promote and lift the mood through sport, arts, culture, heritage and linguistic diversity and legacy of South Africa. It is to lead nation-building and social cohesion through societal transformation.

2. LEGISLATIVE AND POLICY MANDATES

The two departments which are KwaZulu-Natal Sport and Recreation, and KwaZulu-Natal Arts and Culture are in a process of establishing a new Department which will be called KwaZulu Natal Department of Sport, Arts and Culture. The decision to embark on the establishment of a new Department: Sport, Arts and Culture emanates from the reconfiguration of government Departments which was pronounced by the State President in June 2019. Subsequently the Kwa-Zulu Natal Provincial Executive Council made a pronouncement on 19 December 2020 in this regard.

The configuration of the 6th administration introduces a number of changes to the previous configuration of the Provincial Executive and Departments. Departments that support the new Provincial Executive portfolios are impacted as follows:

- Some Departments remain mainly unchanged, but require changes to nomenclatures to conform to the Provincial Executive Portfolio designations
- Establish new Departments, by merging or splitting new Departments
- Transferring functions to and from Departments
- Abolish redundant Departments

In terms of the Provincial Macro Organisation of Government (PMOG) approach, future organisation of Departments must be aligned to new strategic plans and Government priorities. Chapter 3, of the Public Service Regulation of 2016 is about planning, organisational arrangements and service delivery, whereby regulation 25 states that:-

- (1) An executive authority shall prepare a strategic plan for his or her department that
 - (a) states the department’s core objectives based on constitutional and other legislative or functional mandates;
 - (b) describes the core and support activities necessary to achieve the core objectives, avoiding duplication of functions;
 - (c) describes the targets to be attained in the medium term;
 - (d) sets out a programme for attaining those targets;
 - (e) specifies information systems that
 - (i) enable the executive authority to monitor the progress made towards achieving those targets and core objectives;
 - (ii) support compliance with the reporting requirements in regulation 31 and the information requirements, referred to in regulation 70; and
 - (iii) enable service delivery through the use of information and communication technology; and
 - (f) complies with the requirements in regulations 5.1 and 5.2 of the Treasury Regulations.
- (2) Based on the strategic plan of the department, an executive authority shall
 - (a) determine the department’s organisational structure in terms of its core mandated and support functions
 - (i) in the case of a national department or national government component, after consultation with the Minister and National Treasury; and
 - (ii) in the case of a provincial department or provincial government component, after consultation with the relevant Premier, the Minister and the relevant provincial treasury;
 - (b) define and create the posts necessary to perform the relevant functions of the department while remaining within
 - (i) the current budget;
 - (ii) the Medium Term Expenditure Framework of the department; and
 - (iii) the norms and standards determined by the Minister for post provisioning for occupations or categories of employees; and the posts so defined and created shall constitute the department’s approved establishment;

No	Legislation	Regulations/ Instructions
1	Public Finance Management Act No. 1 of 1999	Treasury Regulations
2	The Provincial Risk Management Framework 2009	Risk Management Strategy
3	Prevention and Combating of Corrupt Activities Act No. 12 of 2004	Fraud Prevention Strategy
4	Preferential Procurement Policy Framework Act	Supply Chain Management Regulations
5	Broad-Based Black Economic Empowerment (B-BBEE) No. 53 of 2003	Supply Chain Management Regulations
6	Promotion of Administrative Justice Act No. 3 of 2000	
7	Promotion of Access to Information Act No. 2 of 2000	
8	Protection of Personal Information Act (POPI)	
9	Basic Conditions of Employment Act	
10	Public Service Act No. 103 of 1994, as amended	<ul style="list-style-type: none"> • Public Service Regulations 2006 • Code of Conduct for the Public Service • White Paper on Human Resources Management • National Vetting Strategy Issued by the Minister of Public Service • Toolkit on Recruitment and Selection issued by the Public Service Commission
11	Labour Relations Act 66 of 1995 as amended	<ul style="list-style-type: none"> • General Public Service Sector Bargaining Council Regulations
12	Occupational Health and Safety Act 85 of 1993	<ul style="list-style-type: none"> • Employee Health and Wellness Framework of 2009
13	Basic Conditions of Employment Act No. 75 of 1997	
14	Public Service Regulations 2016	
15	Prevention and Treatment of Drug Dependency Act 20 of 1992	<ul style="list-style-type: none"> • Smoking and Other Workplace Legislation
16	Employment Equity Act 55 of 1998	<ul style="list-style-type: none"> • The Gender Equality Strategic Framework for the Public Service 2008
17	Skills Development Act 97 of 1998 as amended	<ul style="list-style-type: none"> • Human Resources Strategic Framework for the Public Service Vision 2015
18	Electronic Communications and Transactions Act No. 37 of 2007	
19	Compensation for Occupational Injuries and Disease (Women’s Compensation) Act No. 130 of 1993	
20	Unemployment Insurance Act No. 32 of 2003	
21	Long-term Insurance Act 53 of 1995	
22	King (IV) Report on Corporate Governance	
23	Government Employee Pensions Law	
24	Usury Act 73 of 1968	
25	Medical Schemes Act 131 of 1998	
26	Prevention of Family Violence Act 133 of 1993	
27	Income Tax Amendment Act No. 168 of 1993	
28	Public Audit Act No. 25 of 2004	
29	VAT Act No 61 of 1993	
30	Tax Amnesty Act No. 19 of 1995	
31	Companies Act No. 71 of 2008	

SECTOR SPECIFIC LEGISLATIONS		
No	Legislation	Regulations/ Instructions
Legislation specific to Sport, Arts and Culture		
32	Cultural Promotion Act No. 119 of 1998	
33	Cultural Affairs Act 65 of 1989	
34	National Arts Council Act No. 56 of 1997	
35	KZN Arts and Culture Council Bill, 2014	
36	South African Geographical Names Council Act No. 118 of 1998	
37	KwaZulu-Natal Archives and Record Services Act No. 8 of 2011	
38	Archives and Records Management Amendment Bill, 2009	
39	KZN Provincial Archives and Records Management Regulations, 2014	
40	Service of South Africa Act, 43, 1996 National Archives and Records	
41	Kwa-Zulu Natal Library Act No. 18 of 1980	
42	Ordinance of 1973 and regulations ordinance 26 of 1973	
43	National Heritage Resources Act No. 15 of 1999	Guidelines for the Restitution of Heritage Resources Agency, Draft 1 July 2004
44	KwaZulu-Natal Heritage Act No. 10 of 1997	
45	White Paper on Arts Culture and Heritage, 1996.	
46	Kwa-Zulu Natal Parliamentary Officials Languages Act No 10 of 1998	Archives and Records Regulations, 2013
47	Pan South African Language Board Act No. 59 of 1995 section 8(a)	
48	KZN Archives and Records Service Act No 8 of 2011	
49	Boxing and Wrestling Control Amendment Act, 1998	
50	Boxing and Wrestling Control Second Amendment Act, 1998	
51	Declaration of National Sport & Recreation Indaba	
52	National Sport and Recreation Act	
53	National Sport and Recreation Amendment Act	
54	Safety at Sports and Recreational Events Act	
55	South African Boxing Act	
56	South African Combat Sports Bill	
57	South African Institute for Drug Free Sport Act	
58	South African Sports Commission Amendment Act	
59	South African Sports Commission Act	
60	South African Sports Commission Second Amendment Act	
61	Sport & Recreation Act	

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

3.1 Cross-cutting Policies and Strategies

Election Manifesto 2019

The Manifesto is articulated as ‘a coherent and bold people’s plan for a better life for all, addressing the persistent realities of unemployment, poverty and inequality.’

The seven priorities of the manifesto are as follows:

1.	Transforming the economy to serve all the people
2.	Advancing social transformation
3.	Security and comfort for all
4.	Safe communities, safe lives
5.	Capable, honest government
6.	A nation united in diversity
7.	South Africa, Africa and the world.

The Department of Sport, Arts and Culture identified the following key areas which it will contribute towards:

- the creation of more decent jobs and in terms of the creative industries.
- Promote and support the diverse creative industries, from folk art, festivals, music, books, paintings, performing art to the film industry, broadcasting and video games
- Develop and implement cultural projects in schools and communities that raise awareness of career opportunities in the creative industries
- Promote and invest more in museums, archives, heritage and cultural projects. These will include support to conserve, protect and promote the countries Liberation History and Heritage, archives, struggle sites, values, ideas, movements, veterans and networks
- Work with stakeholders to ensure that innovators and artists are justly rewarded for their labour in the digital age and protect the copyright of artists
- Produce more local content and investment in local infrastructure especially in townships and rural areas
- Develop skills in capital raising, post-completion and distribution
- Provide capital for producing content and extending funding to address sales, marketing and distribution
- Ensure demand for creative goods and services by tourists through supporting the development of creative industries.
- Promote a nation united in diversity:
- Work to unite all South Africans to overcome the divisions of the past, build a country in which all belong, and in which all feel at home

- Implement indigenous language programme in schools and elsewhere
- Celebrate all cultures during national holidays and include all South Africans
- Building a united and democratic South Africa free from all forms of racism, sexism, xenophobia and hate crimes
- The struggle for non-racialism requires overcoming the legacy of inequality left by colonialism and apartheid.
- Promoting the values on non-racialism and tackling incidents of racism.

National Development Plan 2030

The National Development Plan aims to eliminate poverty and reduce inequality by 2030.

In terms of the NDP social cohesion needs to anchor the strategy. To build a socially cohesive society, South Africa needs to reduce poverty and inequality by broadening opportunity and employment through economic inclusion, education and skills, and specific redress measures; promote mutual respect and inclusiveness by acting on the constitutional imperative that South Africa belongs to all who live in it, and that all are equal before the law; and deepen the appreciation of citizens’ responsibilities and obligations towards one another.

The Department contributes to the following chapters of the NDP as follows:

Chapter 15: Transforming society and uniting the country

We seek to build a society where opportunity is not defined by race, gender, class or religion. In order to resolve the divisions a united and cohesive society is a precondition. To this end, South Africans should:

- Foster a feeling of belonging with accountability and responsibility
- Ensure that different cultures are respected and enjoy equal citizenship
- Build trust which is associated with stronger economic performance
- Craft and implement a social compact based on shared responsibility for the development of South Africa

Redressing the past requires increasing the rate of economic growth, increasing labour absorption into the economy, promoting entrepreneurialism and providing stimulating and rewarding career paths.

There is a need for increased interaction between South Africans of different social and racial groups and a broad-based knowledge and support for a set of values (embedded in the Constitution) shared by all South Africans.

Chapter 15 further states that transformation does not depend on a technical process but rather on the participation of citizens that is mobilised, active and responsible citizenry.

NDP Chapter 3: Economy and employment

In terms of the NDP, the country needs to create about 11 million jobs by 2030. Government needs to support SMMEs, focus on capacity building, skills development and facilitate public private partnerships.

The role of state is to enable economic development through the provision of services and infrastructure, create equal opportunities for all to participate in terms of employment equity and ensure that the most vulnerable groups (Women, Youth and People with Disabilities) are protected and given a chance to live up to their full potential

Chapter 6: Inclusive Rural Economy

The NDP states that in certain rural areas (Wild Coast, Port St Johns) Tourism offers opportunities to enhance people's livelihoods. These are dependent on institutional support and the level of involvement of local communities. Linked to this is the craft market, because globally and in South Africa, the size of the creative industry is projected to grow.

Chapter 7: South Africa in the region and the world

Integration of South Africa with Africa and the World should proceed in three aspects:

- Regionally, in Sub-Saharan Africa
- Continentially, in the context of Africa's progression toward political and/or economic union
- Globally, strengthening relations with BRICS and ensuring that Africa remains an important part of global production, value chains and preventing a re-marginalisation of the continent.

Chapter 13: Building a Capable State

In a society with deep social and economic divisions, neither social nor economic transformation is possible without an effective state. There is an unevenness in capacity among the three spheres of government due to a complex set of factors including tensions in the political-administrative interface, instability of the administrative leadership, skills deficit, the erosion of accountability and authority, poor organisational design, low staff morale and inappropriate staffing. The determination is to ensure that Government has committed people with appropriate skills and is capable of being transformative and developmental to achieve NDP goals.

The key fundamental objective of this Sixth Administration of democratic South Africa is to address the triple challenges of poverty, inequality and unemployment through higher rates of economic growth, the creation of more jobs and the provision of better services to the people of South Africa. There is no doubt that the country has already made meaningful progress in the achievements of the MTSF milestones, however, there is still more work to be done. In the current MTSF the government's focus is more streamlined and focuses on the following priorities:

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

Provincial Growth and Development Strategy 2021

The Provincial Growth and Development Strategy and Plan (PGDS and P) is aligned to the National Development Plan and the Medium -Term Strategic Framework 2019-2024 and the Revised MTSF 2019-2024. It incorporates the national and provincial policy imperatives. It provides the vision developmental vision for the Province as follows:

“By 2030 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the World.”

The PGDS Priorities are fully aligned to the Revised MTSF 2019-2024. In this regard, the Department contributes significantly to Priority 6: Social Cohesion. It also contributes toward Priority 2 – Economic transformation and Job Creation, as well as Priority 3 in the context of healthy lifestyles. This is outlined further down in this document.

Alignment of Departmental Outcomes to Revised Medium-Term Strategic Framework (RMTSF) and PGDS 2021.

The KZN Provincial Government has aligned itself to this visionary roadmap through the identification and articulation of provincial priorities as outlined in the KZN PGDS 2021 which sets the high-level tone and direction for planning by provincial departments in KZN. The Department has further aligned its outcomes to the manifesto focus areas, MTSF, Provincial Priorities. This alignment is reflected in the table below and the focal area for Sport, Arts and Culture:



Sport, Arts and Culture Outcomes	Government Priorities	KZN Pillars
Compliant and responsive governance.	Priority 1: A capable, ethical, and developmental state	Priority 8. Build a caring and incorruptible government
Increased economic contribution of the Sport, Arts and Culture sector to the KZN? GDP	Priority 2: Economic transformation and job creation	Priority 2. Job Creation Priority 3 Growing the economy
A healthy, active province with a lower incidence of non-communicable diseases: A Winning Province with an institutionalized Talent Identification and Optimisation System	Priority 3: Education, Skills and Health	Priority 5. Education, health and skills development
Improved participation of communities in sport arts and culture platforms to create a diverse socially cohesive society with a common national identity	Priority 6: Social Cohesion and Safe Communities	Priority 7 Building a peaceful province

Language Policy

Section 6 of the Constitution provides the principal legal framework for multilingualism, the development of the official languages and the promotion of respect and tolerance for South Africa's linguistic diversity. It determines the language rights of citizens, which must be honoured through national language policies. The Constitution also emphasises that all official languages must enjoy parity of esteem and be treated equitably, thereby enhancing the status and use of indigenous languages, with government taking “legislative and other measures” to regulate and monitor the use of disadvantaged indigenous languages.

The language policy takes cognisance of the constitutional provisions on multilingualism and is in concert with government's goals for economic, socio-political and educational growth. Its aims are to:

- Promote the equitable use of the eleven official languages;
- Facilitate equitable access to government services, knowledge and information;
- Ensure redress for the previously marginalised official indigenous languages;
- Initiate and sustain a vibrant discourse on multilingualism with all language communities;
- Encourage the learning of other official indigenous languages to promote national unity, and linguistic and cultural diversity; and
- Promote good language management for efficient public service administration to meet client expectations and needs.

Honoraria Policy

As part of its contribution to the Provincial and National Plans, the KZN Department of Sport, Arts and Culture has a mandate to make strategic intervention to enhance service delivery and promote the Cultural Creative Industry (CCI) in the province. This is to be achieved through the three spheres of government, the different government sectors, and the active participation of government's partners in the business community and organised labour. The key challenge that government faces is to align and harmonize these structures and the financial as well as human resources at its disposal so that it can achieve the overarching goals of eradicating poverty, creating employment and laying the foundations for accelerated economic growth as envisioned in the KZN Provincial Growth and Development Plan.

It is within this context, that the Department of Sport, Arts and Culture has introduced an Honoraria and Special Payment Policy to harmonise the Cultural Creative Industries which have been perceived as unstructured and fragmented. The exploitation of artists, which is a consequence of the absence of a standard artist fee policy, has gained notoriety since it is believed that it has resulted to a gross abuse of artists in various forms.

On the other hand, there is a need to mitigate against any risk emanating from unregulated processes and procedures in the sourcing of services, categorisation of artists, and determining of the remuneration. It is against this backdrop that the KZN Department of Sport, Arts and Culture has identified a need for the provision of a framework for the remuneration of artists for the services rendered across all forms of artistic genres. This policy unifies financial response on payment for services rendered by different categories of artists, language and cultural practitioners to all government departments.



Framework on Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing (GRPBMEA).

The Department of Women, Youth and Persons with Disabilities (DWYPD) developed a framework on Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing (GRPBMEA) which was adopted by Cabinet on 27 March 2019 for implementation by the 6th government administration. As such, the plan must find expression in all the government plans especially addressing the issues of gender. It integrates an evidence-based approach to public policy and results-based management. It entails mainstreaming gender across the public policy cycle through engendering planning, budgeting, monitoring, evaluation and auditing systems in order to achieve South Africa's constitutional vision of a non-sexist society.



State of The Province Pronouncements and Lekgotla Resolutions (2022)

In pursuance of the pronouncements KZN Cabinet Lekgotla- and subsequent pronouncement by the Premier in the State of the Province Address, the Department of Sport, Art and Culture will ensure that;

1. All critical and funded posts to be filled urgently (both at local and provincial government level).
2. Use government procurement to enhance localisation and create more opportunities for SMMEs.
3. intensify the implementation of the EPWP and projects for Mass Job Creation
4. develop and implement impactful programmes for the vulnerable groups in line with their core mandate.
5. submit 2022/23 and subsequent years' Women Economic Empowerment Programmes.
6. Integrate vulnerability implementation to Performance Agreements of all officials particularly Accounting Officers and Senior Management Service.
7. Ensure allocation of Gender Focal Persons in all Departments and Municipalities to ensure coordination and implementation of provincial plans for vulnerable groups.
8. digitize all government operations, service delivery systems, and communication systems
9. Healthy lifestyles, occupational Health and wellness programmes will be prioritized
10. consider employing lifestyle coaches to implement the healthy lifestyles programme in all districts
11. Promote elite athletes through high performance programmes to increase the number of Podium finishes at international competitions to promote national pride
12. Develop key developmental programmes to create more access to rugby, cricket and water sport for people from rural and disadvantaged backgrounds.
13. Implement a Ward-based Intervention Programme (WIP) designed to reach broad sectors of the populations, including marginalized groups, and affording them access to participation and a share in the wider sport community.
14. Strengthen SCMR mechanisms through the appointment of SCMR Champions (reporting directly to the HODs) in order to intensify the implementation of SCMR in the Province.
15. Men's Dialogues programme will continue in all districts and with relevant civil society organisations and civil society.
16. support the roll out of Sport Against Crime
17. Participate in a Crime Summit that will address the causal factors into the culture of Violence and Murder in KwaZulu-Natal. The summit must also deal with the issue of violent protests that result in the destruction public infrastructure. The Summit must align National Crime Prevention Strategy with the Social Cohesion and Moral Regeneration Plan.

State of the Province Address

1. Hosting of KZN Cultural and Heritage Experience
2. Provincial Social Cohesion and Moral Regeneration programme
3. Social cohesion through sport and recreation

3.2 Institutional Strategies (Sector Specific)

Mzansi Golden Economy Strategy

The MGE's main aim is to reposition the arts, culture and heritage sector as key players in government's programme of action for social cohesion, creation of sustainable jobs and ensuring social and economic development. It seeks to optimize the contribution of these sectors to achieve the ideals of the New Growth Path.

The purpose of MGE is to make strategic investments to optimize the economic benefit of the Arts in South Africa. By improving investment in key areas of the creative economy, it is anticipated that job creation and productivity will be enhanced and the sector's global competitiveness will be increased.

Social Cohesion and Moral Regeneration Strategy

South Africa is still wrestling with the creation of a socially cohesive and morally responsive nation. While on the one hand, the Constitution and the state enjoy widespread political legitimacy and support, this exists simultaneously within a highly contested national question emanating from gross social and economic inequalities. For instance, land is in the hands of a few, there is poverty, high rates of unemployment accompanied by severe conflict which manifest in endemic violent political protests, violent crime including recurring murders committed in competition for space in politics and business, and rampant corruption in government.

In addition, despite the apparent lull, racial tensions periodically rear their ugly head reminding the nation that the colonial and apartheid past expressed in contrived contrasting identities manifest in white superiority and black inferiority, still linger in the present. Studies conducted to date point at structural socio-economic challenges as constituting the foundation of threats to social cohesion, and particularly cite colonialism and apartheid socially engineered skills, capital and opportunities as having bequeathed South Africa with a legacy of unemployment and inequality. It is against this that the KwaZulu-Natal Provincial Government developed a strategy for social cohesion and moral regeneration.

Youth Development Strategy

The National Youth Policy 2030 and the Provincial Integrated Youth Development Strategy (PIYDS) came at a time when the country is battling with pandemics, including the Gender-Based Violence Femicide (GBVF) pandemic. The PIYDS is intended to be an implementation tool for the first five years of NYP (2030) which has recently been approved by Cabinet and forms part of the youth sector contribution to the developmental goals expressed in the National Development Plan (NDP) and has been given substance in the Medium Term Strategic Framework (MTSF).

It is intended to be an implementation tool for the first five years of National Youth Policy (NYP) 2030 programs to be carried out by implementing agents.

The PIYDS provides a brief overview on the youth population and the current challenges facing the youth. It presents a road map for engaging the youth of the Province to take their rightful place in the strategic developmental initiatives which seek to transform the Province into a prosperous one. The objective of the Strategy is to forge synergy and integration amongst all stakeholders to advance youth development in the Province.

The Strategy is premised on the five pillars of the National Youth Policy 2030, namely; Quality Education, Skills and Second Chances; Economic Transformation, Entrepreneurship and Job Creation; Physical and Mental Health promotion, including mitigations against pandemics; Social Cohesion and Nation Building; and Effective and Responsive Youth Development Machinery.

Furthermore, the Strategy is crafted to guide government and social partners to align programmes to provincial priorities and radically improve the response to youth development needs in the Province. The success of the Strategy lies in the collective efforts of key role players, working together to ensure a skilled, capable and empowered youth in the Province. The Office of the Premier is the custodian of the PIYDS and provides leadership, coordination, monitoring, evaluation, and oversight role for the implementation of the Strategy.

Healthy Lifestyle Strategy

The Healthy Lifestyle Programme is a DSR and DoH initiative that provides communities with free sport and other structured physical activity programs. The program is run in 828 wards throughout KZN.

The program aims to engage traditionally inactive citizens in sport and other structured physical activities, and through a positive and fun experience, develop a love for an active lifestyle that motivates them to form or join a local sporting / recreational club supported by provincial federations / organizations.

The KZN DSR manages the program provincially through a network of locally based sport coordinators placed in “war rooms”. The coordinators assist schools, ECD centers, and senior citizens’ organisations by facilitating the program, recruit and/or train community coaches/play leaders, and work with local clubs and organisations to increase membership.

The Healthy Lifestyles program began through the Siyadlala Community based programme in 2005 as a response to a number of social challenges, including social ills, decreasing participation in physical activity, mounting time and financial pressures on families making it difficult for spending time on extracurricular physical activities for their children, and declining daily physical activity programmes within schools

The Healthy Lifestyles program is free, and in a year each child or adult can receive a minimum of 144 free activity sessions, support on eating healthy, access to equipment and support from trained coaches and activity leaders.

Since 2005, approximately 16M people have participated in the Department of Sport and Recreation mass participation programme in accumulative terms. Up to 1.6M children have been participating in the program, including approximately 6000 schools in KZN.

The Healthy Lifestyles program reaches all areas and people including senior citizens and children in rural, remote and low socio-economic areas including people with special needs.

Over 20552 community coaches /coordinators have been trained by the Department of Sport and Recreation to deliver the healthy lifestyles program since 2005.

The following are the activities that will be delivered through the Healthy Lifestyle Programme: football, netball, rugby, cricket, gymnastics, volleyball, hockey, softball, indigenous games, youth camps, golden games, learn and play, big walk as well as other structured physical activities such as dance, aerobics and yoga skills.

National Sport and Recreation Plan

The National Sport and Recreation Plan (NSRP) outlines the implementation plan for the sport and recreation policy framework captured in the White Paper. Whilst it is envisaged that the White Paper will remain relevant until 2019, the NSRP will be reviewed annually.

The NSRP is the end product of a structured process of broad consultation and robust debate with a diverse and encompassing group of stakeholders representing the South African sport and recreation sector.

The NSRP commences with a background reflecting historically where we come from and some of the significant milestones achieved in establishing a democratic, nonracial sport system for our country. The structure of the document is outlined in the preamble where-after attention is given to the process of developing the NSRP and the legal framework regulating the NSRP.

When describing the Vision 2020, the expected outcomes and ideal future for a South African sport system are expressed. A bold vision statement is given followed by a clear statement of purpose.

Section 1 of the NSRP concludes by identifying the core values desired to guide the implementation of the NSRP.

Section 2 is essentially the nucleus of the NSRP as it provides details of the 3 core pillars of implementation: (1) active nation (2) winning nation (3) enabling environment. These pillars are underpinned by transversal issues and utilizing sport as a tool to achieve national and global priorities.

When building an active nation it is clear that no country can expect to achieve and sustain success at the elite level without a strong participation base in the 5 community, because that is where every champion has their beginning. The NSRP specifically focuses on the following strategic objectives to assist with broadening the base of sport and recreation in South Africa:

- To improve the health and well-being of the nation by providing mass participation opportunities through active recreation.
- To maximise access to sport, recreation and physical education in every school in South Africa.
- To promote participation in sport and recreation by initiating and implementing targeted campaigns. In developing a winning nation it is important to improve international sport successes by supporting sports people at all levels of participation. The following strategic objectives aim to achieve this:
- To identify and develop talented athletes through the implementation of a structured system.
- To improve the performances of athletes and coaches by providing them with access to a comprehensive range of support programmes.

- To develop talented athletes by providing them with opportunities to participate and excel in domestic competitions.
- To develop elite athletes by providing them with opportunities to excel at international competitions.
- To acknowledge the achievements of individuals and teams within the South African sport and recreation sector through the establishment of a recognition system.

School Sport Policy

The aim of the Sport Focus School Model is to provide talent support that will produce athletes of national ranking who will represent South Africa in international competitions whilst providing a high quality academic and social learning program based on the national school curriculum.

Sport Focus Schools will provide opportunities for learners to develop skills and pursue careers in physical education and sport and leisure. The identified institutions will provide support to talented school going athletes to assist them in balancing their sporting and education commitments in their pursuit to achieve excellence. The specialist focus on a school is developed with the support of local and provincial sport federations, provincial sport confederations, tertiary institutions, and other key agencies. Entry into these programmes must be guided by strict criteria and a process that is agreed to by all the key stakeholders responsible for the delivery of the programme.

Sport Focus Schools are part of the Academy System and implemented as part of the School Sport Programme.



Arts, Culture and Heritage Strategy

The recent developments, which include consultations and the literature review carried out for the development of the Arts Culture and Heritage Strategy (2015) and the National Mapping Study (2014) commissioned by the Department of Arts and Culture provide insights on core issues that impact on the creative industries sector.

At a high level, the following key factors are acknowledged as shaping the arts and culture sector

- **Role of the creative industries in growing the economy:** Statistics reveal that the creative industries have a significant role to play at the time of struggling economy and financial constraints. The sector provides a significant portion of jobs at the time when different sectors of the economy are struggling to create or even maintain jobs
- **Impact on tourism:** In the last few years tourism has surpassed mining in terms of the revenue (in billions) it generates. In essence, Tourism is the ‘New Gold’ for South Africa. KZN’s vibrant creative arts, diverse culture and rich heritage footprint as well as natural heritage (physical landscapes and warm semi-tropical weather) are responsible for most tourists visiting the Province
- **Promoting the talent and innovation of artists:** Though faced with challenges, in the 90:10 split of South Africa’s multimedia content has potential to give the necessary impetus to the plan to grow local economies
- **Technology:** Information and communication technology (ICT) in particular has an influence in the growth of the sector
- **Socio-economic development through arts and culture:** The report on “Factors that threaten social cohesion (2015)”, indicates that socio-economic issues are the number one threat to social cohesion (high rates of poverty, broadening gap between “haves and have not’s” and unemployment)
- Mitigating changing consumption and disposable income patterns
- Balancing competition for scarce fiscal resources, with increasing the delivery of services
- Promoting collaboration and strengthening the interdependence of the sector

4. RELEVANT COURT RULINGS

There are no court rulings that are applicable to the department.

PART B: OUR STRATEGIC FOCUS

1. VISION

A healthy, creative, winning and socially cohesive Province through Sport, Arts, and Culture.

2. MISSION

To transform the sport, arts and cultural environment through integrated, sustainable, capacity development and economic empowerment programmes for all citizens.

3. VALUES

As a department, we are committed to the following values;



Value	Understanding
Professionalism	Professionalism shall be an essential quality that determines our interactions within the Department and in our interface with the public.
Innovation	Our innovations must contribute to positively transforming the sport and recreation landscape
Integrity	We shall be honest, trustworthy and consistent in conduct and action.
Transparency	We shall be open to scrutiny.
Teamwork	We are committed to demonstrating inclusivity in our delivery.
Accountability	We will take responsibility for our actions and decisions in the public domain.
Ubuntu	We shall promote and foster a truly prosperous and harmonious rainbow nation.

4. SITUATIONAL ANALYSIS

4.1 Demographics

The Province of KwaZulu-Natal comprises of a population of approximately 11 289 000 million people (STATS SA 2019 mid- year population estimates). This figure makes up 19, 2% of the national population estimate of South Africa's August 2019 Total Population of 58,124,826 (Stats SA 2019). 29,5% of the KZN population is aged younger than 15 years. A major part of KZN is rural and characterized by high levels of poverty, inequality and unemployment.

The geographical vastness of the Province (92,100km²), coupled with a high rate of urbanisation, has resulted in allocated resources being focused on the metropolis and major towns. The 2016 Census (population estimates), especially in terms of the reduced proportion per population numbers, had resulted in KwaZulu-Natal receiving a reduced equitable share allocation.

4.2 Contribution to the GDP and employment

According to the DAC National Mapping Study, 2014, the total contributions of the creative industries in terms of GDP amounts to R90.54 billion annually which is 2.9% of the total RSA GDP.

Design and Creative Services contributes a significant amount to the GDP - 44%, followed by Cultural and Natural Heritage which contributes 25%. The two domains contribute almost 70% relative to the total GDP contributed by the creative industries sector. KZN's contribution largely comes from the Visual Arts and Crafts domain given that 34.5% of the sector organisations fall in this category.

According to the DAC National Mapping Study, 2014, a total number of 562,726 job opportunities are attributed to the creative industries sector with an indirect employment effect of 105,120 job opportunities to be created in other sectors, which supply goods and services to the creative industries sector. The contribution per sub-sector is as follows: Design and Creative Services contributes quite significantly, 31%, followed by Cultural and Natural Heritage, which contributes 23% relative to total employment. The two domains contribute almost 54% towards employment creation relative to the total employment created by the creative industries sector. Relative to the total RSA employment of approximately 14 million according to the Labour Force Survey (2014), the creative industries sector contributes 3.6% of employment. The DSAC aims to establish a baseline on employment creation to date, disaggregated according to the various sub- sectors, race, gender, youth and disability. It is envisaged that income generation and employment creation will be proportional to the national figures highlighted in the section above

The current challenges to economic growth within the Province include, amongst others, a very low economic growth rate, high levels of unemployment, capital outflows resulting from rising global interest rates, decreasing revenue collection by authorities, rising fuel prices and uncertainty amongst potential investors regarding land expropriation without compensation. This slow economic growth continues to place stress on the country's fiscus, continuing its negative impact on available budgets to fast-track government reforms. Together with the reduced equitable share, the Department has seen a major reduction in funding for the Mass Participations, Sport Development, National Art and Culture, Community Library Grant funding.

The Department of Sport, Arts and Culture has instructed that all Mass Participation Conditional Grant projects for the first quarter of 2020/21 be cancelled, and that the resultant savings are to be reprioritized to the National Relief Fund. This has resulted in a reduction of about R15,9 million in order to contribute to the Provincial and National Relief Funds. To mitigate against the effect of the COVID-19, the Department has set a COVID-19 DSR Relief Fund, diverting resources from Quarter One outputs to the Fund so as to provide emergency support to the sport and recreation organisations and individuals in dire need. Such reduction of allocated funding has a major impact on the service delivery component operations of the Department.

Though KwaZulu Natal province has been surpassed by Gauteng in terms of the population figures, it still remains one of the most populous provinces. The current population of South Africa is 58,124,826 (based on the latest United Nations estimates as at Monday, August 5, 2019), which is equivalent to 0.75% of the total world population. South Africa ranks number 25 in the list of countries (and dependencies) by population. For 2019, Statistics South Africa (StatsSA) estimates the mid-year population at 58,78 million. Approximately 51,2% (approximately 30 million) of the population is female.

Gauteng comprises the largest share of the South African population with approximately 15,2 million people (25,8%). KwaZulu-Natal has the second largest population of an estimated 11,3 million people (19,2%).

About 28,8% of the total South African population is aged younger than 15 years and approximately 9,0% (5,3 million) is 60 years or older. Of those younger than 15 years of age, the majority reside in Gauteng (21,5%) and KwaZulu Natal (21,1%).

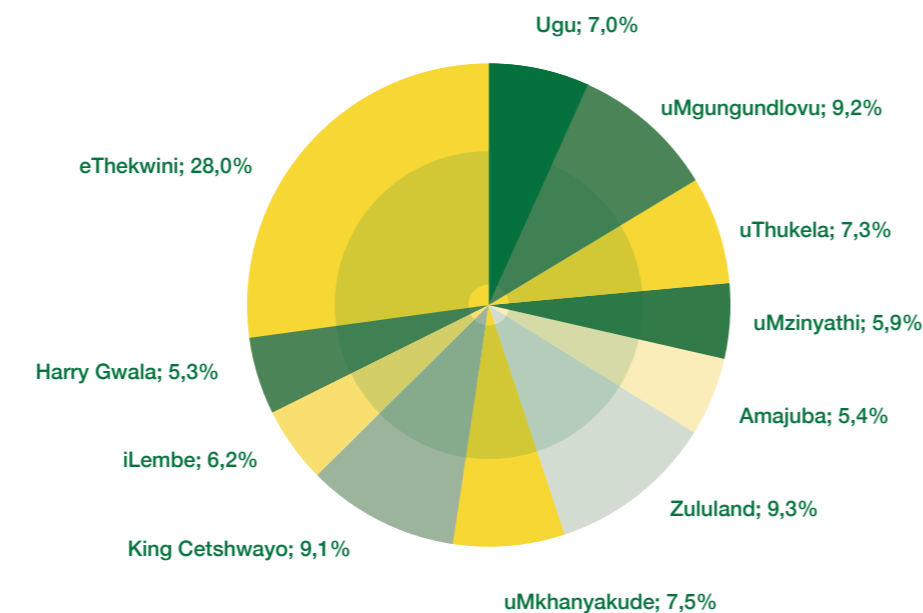
The above-mentioned situation provides the department with a multitude of opportunities as well as threats. These opportunities need to be harnessed, and the identified threats need to be mitigated in order to promote the service offerings of the department.

4.3 Demand For Service In Line With Poverty Levels

The Province of KwaZulu-Natal has ten (10) District Municipalities and a Metro, with over 32% of the population concentrated in the eThekweni Metro. The Province is predominantly rural, with dependency ratios and poverty levels higher in the rural areas, though a fair number of poor people (poverty density) are also found in the major urban centres. Socio-economic deprivation indices in KZN (Source: Statistics South Africa, 2014): Multiple Deprivation Index Score. The poor are mostly found in the rural areas of the province. Ranking the districts according to the percentage of people living in poverty shows that uMkhanyakude, uMzinyathi, Zululand and Sisonke have the highest poverty levels whilst eThekweni and uMgungundlovu have the least percentage of people living in poverty.

The districts in the province and the Metropolitan, eThekweni, population proportions tend to be higher within the more urbanized regions. Of the 11,289,086 people in KwaZulu-Natal, eThekweni has the highest share at 34.7% equating to 3,918,929. uMgungundlovu district municipality has the second largest population at 10% representing 1,124,048 followed by King Cetshwayo at 8.6% (970,289).

Figure 1: Distribution of People Below the Upper Poverty Line, KZN District Municipalities, 2018



Source: IHS Markit, 2019

One of the challenges facing the KwaZulu-Natal Province is spatial inequality in the levels of economic development where much of the attention is directed to places in which there is already a high agglomeration of economic activities. The agglomeration of economic activities in megacities, such as Durban (eThekweni), Richards Bay (uMhlathuze) and Pietermaritzburg (Msunduzi) vis-à-vis rural development, this creates unbalanced migration patterns within the province from rural areas to areas of economic opportunities. Therefore, it is expected that high levels of poverty also exist within the more urbanised towns and cities such as Durban, Pietermaritzburg and Richards Bay. eThekweni has the highest share of people who live below the upper poverty line at 28% followed by uMgungundlovu (9.2%) and King Cetshwayo (9.1%) in 2018.

Table 1: Proportion of Population Below Poverty Lines, KZN District Municipalities, 2002, 2010, 2018

Districts	Share below the food poverty line			Share below the lower poverty line			Share below the upper poverty line		
	2002	2010	2018	2002	2010	2018	2002	2010	2018
Ugu	47.7%	34.9%	39.2%	71.9%	52.7%	55.8%	83.7%	70.0%	70.8%
uMgungundlovu	36.0%	27.8%	30.9%	59.5%	43.6%	46.1%	73.7%	60.7%	61.3%
uThukela	51.5%	40.3%	45.7%	74.8%	58.4%	62.9%	86.1%	75.2%	77.3%
uMzinyathi	56.6%	41.3%	46.5%	79.3%	60.7%	64.5%	89.1%	78.1%	79.4%
Amajuba	46.9%	37.6%	42.5%	70.2%	54.8%	59.1%	82.1%	71.4%	73.5%
Zululand	54.9%	42.3%	49.5%	78.0%	61.3%	67.3%	88.3%	78.2%	81.4%
uMkhanyakude	57.0%	44.4%	51.0%	79.8%	63.1%	68.6%	89.9%	79.4%	82.5%
King Cetshwayo	45.4%	35.5%	39.1%	69.7%	53.0%	55.7%	81.9%	69.9%	70.4%
iLembe	45.4%	32.6%	36.0%	70.3%	50.6%	52.9%	83.6%	69.3%	69.2%
Harry Gwala	54.1%	39.6%	45.7%	78.4%	58.8%	64.0%	89.3%	76.7%	79.6%
eThekweni	26.8%	23.0%	26.0%	46.4%	36.2%	39.1%	62.3%	51.8%	53.6%
KZN	41.5%	32.2%	36.3%	63.8%	48.5%	51.9%	76.9%	65.1%	66.6%

Source: IHS Markit & Stats SA, 2019

Definitions:

The food poverty line is defined by Stats SA as the level of consumption below which individuals are unable to purchase sufficient food to provide them with an adequate diet. This is equivalent to R547 per month (April 2018 Prices)

The lower poverty line is defined by Stats SA as the level of consumption that includes both food and essential non-food items, but requires that individuals sacrifice some food items in order to obtain the non-food items. This is equivalent to R785 per month (April 2018 Prices)

The upper poverty line is defined by Stats SA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. This is equivalent to R1,183 per month (April 2018 Prices).

It is evident that while poverty levels as defined by Stats SA for all three categories show that in every district within KwaZulu-Natal poverty slowed during the period from 2002 to 2010. However, Poverty levels have increased in the period from 2010 to 2018 which is reminiscent of poor economic conditions as outlined below. Poverty, as a share of each district local population, is more prevalent in the following regions: uMkhanyakude, Zululand uMzinyathi, uThukela, Harry Gwala and Amajuba.

The demand for service has largely been driven by poverty line wherein there are minimal economic activities or sport, art and culture facilities to keep community activated. Most of the areas that remain affected are those that are predominantly rural such as uMkhanyakude, King Cetshwayo, Harry Gwala, Zululand, Ugu, Mzinyathi, uThukela and others. The department has since been prioritizing infrastructure in the regions in the form of sport facilities such as combo courts, sport fields and high performance centres while art has erected art centres, libraries and recording studios to bring services to the people without having to travelling long distances.

The process of prioritization is also in line with other provincial initiatives such as PGDS, Poverty Eradication, Priority Wards Plan in line with Operation Sukuma Sakhe Programme. The process further to consider areas which are densely populated to increase participation in sport, art and culture participation. The department has ensured its visibility in other districts that are less deprived through the Ward Based Intervention Programme which is implemented in all 882 wards in the province.

4.4 DSAC Areas of Interventions

OUTCOME	INTERVENTION
<p>1. Compliant and transparent governance.</p>	<ul style="list-style-type: none"> • Timeous payment of suppliers • Procurement awarded to women owned businesses • HR vacancy Report • HR Report on gender equity in appointments • HR Report on vulnerable groups in appointments • Research studies undertaken to improve service delivery • Evaluation of departmental programmes • Programmes supporting vulnerable groups • Communication Strategy
<p>2. Increased economic contribution of the Sport, Arts and Culture sector to address poverty, unemployment, and inequality</p>	<p>Talent Identification</p> <ul style="list-style-type: none"> • The rollout of educational programmes targeting the youth, including but not limited to the arts in schools programme, talent identification and development programme, as well as career guidance programmes, the use of the War Room Intervention Packages, including the recruitment of Youth Ambassadors to assist with its implementation. • An alignment to the provincial Master Tourism Plan will advance cultural tourism and further enhance the sector's contribution to socio-economic development, as will the review and implementation of the Cultural Industries Growth Strategy • The development of markets, content and initiatives to increase the number of people accessing museums, theatres, festivals and other arts and culture facilities and resources. <p>Entrepreneurial Development and Economic Growth</p> <ul style="list-style-type: none"> • Advancing and tracking the socio-economic contribution of the sector through entrepreneurial development. • The active pursuit of collaborative partnerships and sponsorships to expand the delivery of the various arts and culture programmes, equipment and attire, including national and international donor funding, including Private Public Partnership. <p>Provision of Services and infrastructure</p> <ul style="list-style-type: none"> • Transformation of the sector and the enhancement of access to sport, arts and culture services and opportunities through equitable funding and human resource allocations to existing infrastructure and the development of new infrastructure and services in areas of need, including rural communities. This includes: <ul style="list-style-type: none"> • The development of community libraries • The development of Sport fitness centres • The development of arts centers, • Development of Multi-purpose Centres catering for arts and sports activities, and <p>Education and Skills Development</p> <ul style="list-style-type: none"> • To improve and standardize the quality of scope of libraries and museums services by actively pursuing the provincialisation of libraries and museums, as per constitutional mandate and the development of capacity to monitor the effective use of conditional grants provided to municipalities. • To expand access to information and literacy development through the provision of community libraries, ICT services, reading and writing clubs and early childhood development programmes • Capacity Building Programmes for artists, sportsman and women

3. Increased participation of communities to develop a creative, active, healthy, and winning province

Ward Based Development Approach

Ward based Intervention Programme (WRIP) which focusses on promoting sport arts and culture contribute towards poverty alleviation at ward level through a number of sport arts and culture programmes which include an Arts Alive Programme, one ward one club programme, a Lifelong Learning Programme and a Nation Building Programme. The up-scaling of WIP in all districts will entail the appointment of legendary artists and sportspersons and administrators to conduct training and mentorship in various sport and art forms and codes, targeting up and coming athletes and artists. This will assist, on the one hand, the beneficiaries in acquiring skills necessary for the sectors and on the other hand, create jobs for the participating legends.

It will also include the establishment of more reading and writing clubs and sports hubs whilst continuing to support the existing ones. This is aimed at developing and promoting reading and writing of literature books, especially in indigenous languages.

Lastly, the programme will involve up-scaling the distribution of the national identity passports, sports kits and South African flag as part of the Ziqhenye Ngezwe Lakho Project, and Jima Ngakini (neighbourhood sport clubs), aimed at instilling a sense of patriotism and a healthy lifestyle in the people of the Province

4. A diverse, socially cohesive, and moralistic society with a common identity and national pride

- The visible promotion of cultural diversity, social cohesion, national identity and moral regeneration through the development and resuscitation of community institutions that advance social capital, regular and structured dialogues, Social Cohesion Advocates, the establishment of a Social Cohesion and Moral Regeneration Council, and the development of a Social Cohesion and Moral Regeneration Strategy and Implementation Plan, as well as the lobbying of sectoral partners in support of the social cohesion and moral regeneration drive.
- Proactively contribute to the prevention of service delivery protests in the Province through regular customer satisfaction evaluation, monitoring and feedback and effective stakeholder consultations.
- The drive towards multilingualism and the implementation of programmes that promote and expand the use of indigenous languages, as well as Sign Language to cater for the deaf and Braille for the blind. The allocation of resources to implement the KZN Use of Official Languages Bill is to be prioritized over the planning period.
- Increased access and opportunities for ALL South Africans, including women, persons with disabilities, youth, children and the elderly to arts, culture, sport and recreation opportunities;
- The Club Development programme is a key catalyst to organizing sport and recreation especially within the previously disadvantaged communities. The focus on the programmes of School Sport, Siyadlala and RuraSport programmes are similarly gathering momentum as mechanisms of transformation of sport within the province.
- The "One-Stop Shop" fitness centre, an innovative concept of the Department, has proven to be beneficial. In partnership with the municipalities of Amajuba, Harry Gwala, uThukela and King Cetshwayo, the Department began the development of District Fitness Centres in each district in the 2018/19 financial year. This concept has seen the incorporation of existing outdoor gyms with the addition of playing fields, combination courts, running tracks and jumping pits, together with a structure for aerobics and related activities. People with disability will also be catered for, together with the addition of structures for the storage of equipment and administrative space for hub coordinators.

4.4 COVID 19 and its impact on the Arts, Culture, Sport and Recreation Sector

In 2019 the outbreak of the coronavirus (COVID-19) was declared a Public Health Emergency of International Concern, and the virus spread to many countries and territories with infections reaching 374 686 907 and deaths globally reaching over 5 664 114 (data as at 01 Feb 2022). (Data from: CDC · WHO · ECDC · Wikipedia · The New York Times.) It is clear that no country is immune from the disease or will be spared its severe impact.

On Sunday, 15 March 2020, President Cyril Ramaphosa declared a National State of Disaster in terms of the Disaster Management Act. On 09 April 2020, the President extended the Lockdown until the 30 April 2020, and further extensions were declared until first quarter of 2021-2022 financial year. The President emphasized that since the Lockdown came into effect, the rate at which new cases have been identified has slowed significantly. The immediate aim was to slow down the spread of the virus and to prevent a massive loss of life. In an unprecedented worldwide time-out, the sport, arts and culture industry came to a grinding halt and faced existential questions querying its nature, trajectory and purpose.

In line with the regulations of the Lockdown and the Alert Levels on re-opening the economy, the Department cancelled all programmes and events in the first three quarters of the 2020/21 financial year, and first quarter activities for 2021-22.

COVID-19 has brought many challenges; however it may have helped increase the pace of our move to a different way of enjoying arts, culture and sport and physical activity using the platform of technology and social media. Technology has, though at a small scale, provided opportunity to have, or watch entertainment events such as music festivals, virtually. In times of adversity and a departure from the way we are used to doing things, two schools of thought emerge: A desire to go back to the safety and comfort of what we once knew, or the opportunity to develop and move forwards, adopting new ways and possibilities taken from how we've had to adapt. With the whole world on lockdown, large scale entertainment events, cultural gatherings such as traditional commemoration services organised by the Royal household, and elite sports have become a temporary thing of the past, and amateur sports equally restricted, we have seen many innovations to most involving social media and live streaming platforms.

As we find ourselves propelled into the 4th industrial revolution; as a arts, culture sport and recreation sector, we must adjust the way we do things to the "new-normal". while not undermining the real existence and effect of COVID19.

As part of response to the current situation the Department will continue to use online platforms to promote social cohesion, uplifting the mood, active and healthy lifestyles, utilising sport stars and arts celebrities, with messages advocating for safety and adherence to Lockdown Regulations. For individuals from disadvantaged communities, access to broadband Inter-net is often problematic or non-existent. Radio and television programmes that activate people as well as distribution of printed material that encourages physical activity has been used in bridging the digital divide for many households from disadvantaged areas.

Mobility restrictions and lockdown have struck the sport sector to the core. Grassroots sport has been affected the most but so has been the professional sport and the entire sport industry and its stakeholders: athletes, coaches, instructors, administrators (employees in sport organisations), volunteers, competition officials (e.g., referees, delegates), businesses, especially micro and small businesses (e.g. fitness clubs, gyms, retailers, event organisers, marketing agencies, sport equipment producers and renters).

These are the main challenges facing the sport, arts and recreation sector.

- **Lost revenue:** organisations and event coordinators were unable to provide their services to citizens resulting in lost financial benefits, as they were unable compete or perform
- **Cash flow difficulties** Sport & Recreation Federations, Arts and Culture entities have fixed costs that they must pay regardless of the loss of revenue. They did not receive financial support from Department due to government reprioritising budgets
- **Unemployment, inequality and poverty:** layoffs of employees, athletes, coaches and other workers, especially those whose salaries depend on the income generated from the sector. Inequality still pose challenge in the sport fraternity where women are not recognised in certain sport codes and/or are paid less. This further limits opportunities for women in those sport codes where they have an opportunity to be competitive. This would in turn lead to poverty.
- **Freelancers – self-employed persons** often operating in the economy, who are no longer able to provide services have fallen under the radar when it comes to different types of public support for the preservation of jobs in enterprises.
- **Sport Federations have lost a significant part of their unpaid workforce**, i.e., volunteers who are restricted to their homes or have limited mobility.
- **Industries that are directly and indirectly related to sport, art and culture ecosystem** are seeing that a lot of the current business models are failing and feel the need to change their business strategies over both the short and long term. This affects many jobs and entrepreneurs. SMME's operating in the catering, hiring, provision of race water, printing, sound and stage, etc who are dependent on the ecosystem have lost much needed income to survive from the cancellation of events and programmes.

In these exceptional circumstances it was important to establish quick and adequate support and a clear action plan to mitigate the adverse impacts of the current COVID-19 crisis on the sport sector. The purpose here is to provide a Provincial Relief Fund.

The objective of relief fund was to soften the economic impact sparked by the COVID-19 Pandemic. The targeted beneficiaries include Coaches, Athletes, Technical officials & Staff.

The Department of Sport and Recreation had set aside R7m for COVID-19 Relief Fund in the 2020/21 financial year:

Humanitarian relief for sport legends has also been considered try to bring relief of social distress to these former sport icons who have been adversely affected by this pandemic.

The KwaZulu-Natal Department of Arts and Culture (DAC) developed a Provincial Relief Programme in support of the Cultural and Creative Industry. The programme was in response to the pronouncement by the President declaring COVID pandemic a national disaster and with it a prohibition of gatherings and events which had a direct impact on the industry. The programme was rolled out in three phases.

Phase 1

An amount of R3.3 million was allocated for Phase 1 of the Provincial Relief and in terms of the following:

- DSAC Funded Projects
- CCIFSA Proposed Artists
- District Upcoming Artists
- DSAC Funded Projects

These refers to events that had to be cancelled where an MOA exists, and tranche payments had not been made. The events that were eligible: Human Rights Day, Uvukile , Kufeziwe and Freedom Day. Artists under this category were also eligible to apply nationally for the grant and it was agreed that there would be no double dipping. If an artist received the national grant, they would not benefit from the Provincial relief.



CCIFSA Proposed Artists

The Department engaged with CCFISA during the inception of the process and, in consultation with KZN CCIFSA had endorsed a list of artists, eligible for Provincial Relief. The intention initially was to utilize these artists to provide messaging for COVID 19 awareness. Subsequently, the lockdown was shifted to level 4 and these artists were instead utilised for the commemoration of the National Days (Freedom Day, Africa Day and Youth Day). The principle that was followed is that there will be no double-dipping and artists will only benefit once for the provincial relief programme.

• District Upcoming Artists

This category aimed to assist upcoming artists who were negatively affected by events that have been cancelled. The following genres were chosen in the as a criterion of selection of upcoming artists: Poets, Comedy, Theatre, Music, Fine Arts. To take cognizance to the Departments budget constraints two artists per submitted genre were chosen therefore having a selection process of 10 artists per District Municipality and Metro. These artists were verified jointly with CCFISA and the Department.

Phase 2:

An amount of R3 300 000 was allocated for phase 2 and were as follows:

- Expansion of District Upcoming Artist Programme
- The Department expanded the number of artists supported at a District level as follows:
- An additional 10 artists identified within the eThekweni metro (5 of which should be crafters)
- An additional 5 artist per district were identified (specifically crafters)
- DAC Funded Projects
- Women's month programme: This gave priority to female artists.
- Crafters: R500 000 was allocated to support crafters. The Department also assisted to create a platform to showcase the crafts.
- Indigenous and Cultural Music
- Support was provided to performing groups who focused on cultural music, these included categories such as indlamu, isicathamiya, isigekle, oswenka, crafters.

Phase 3

- Phases 1 and 2 focused on performing artists therefore Phase 3 then focused on nonperforming artists including crafters specifically women and people with disabilities as COVID has also negatively impacted women and children
- Support was also given to promote cultural diversity such as promoting indigenous cuisine.
- An amount of approximately R7 000 000 was expended with 570 artists benefitting for phases 1, 2 and 3.

4.5 Provincial Recovery Plan

The department realises that the Provincial Relief Fund is a short-term solution to resuscitate the Arts, Culture, Sport & Recreation Sector. In the long-term the following measures, amongst others, will be considered to support the Sector.

- Ensuring continuous engagement with the Sector for **the protection of jobs, employees and the self-employed** against the risk of dismissal and loss of income. Focus will be on creating opportunities to revive the Sector.
- **The sector must identify innovative** and offer some practical solutions to get through the crisis, this will help persuade sponsors to get more involved again.
- Stimulating **innovation** programmes (industrial modernisation).
- Supporting sport and recreation federations and arts, culture and sport entities through **Transfer payments** for innovative business plans aimed at injecting grassroots development and resuscitation of the industry.
- **Stimulating the SMME's environment** by hosting a number of smaller entities to stimulate growth in a post COVID-19 environment.
- Creating **new funding opportunities** as innovative ways to promote the sector
- Setting up **public and private solidarity funds** for grassroots sport clubs and associations and their employees, including outsourced coaches and freelancers: self-employed persons.
- Helping **schools, clubs and coaches** to continue training learners through digital means that are effective and safe (and stimulate innovation), i.e. through funding, guidelines, best practice cases, internet price concessions.
- Using arts and **sporting and arts legends** to act as mentors and talent scouts
- Stimulating a **healthy active lifestyle in the working population**, both those working at home and at the office by introducing innovative solutions to stimulate physical activity.
- **Social media and brand influencing.** The shift from a short list of powerful mass influencers (big brands) to a landscape of "micro brands" and small-scale influencers could lend strength to grassroots movements.
- **Oceans Economy** "The Nine Point Plan, as one of the interventions, seeks to unlock the job creation potential of cooperatives, small and medium enterprises, revitalise rural and township enterprises and to re-energise longstanding and greenfield sectors like the Oceans Economy.
- **E-Sport/Gaming** The Department is exploring opportunities within the E-Sport and gaming industry which is growing at an astronomical rate. One fifth of the population in SA participate in E-Sports. A total of 70% of gamers are below the age of 35 whilst 80% of gamers are men and only 20% women. Therefore, there are ample growth opportunities within this sector. A thorough analysis is necessary here before we decide on the extent of our support for this sector in the Province.
- **Procurement** The department has identified sport apparel (soccer/netball kits and bibs and T-shirts) as a vehicle to empower local SMMEs and co-operatives.

- **Hosting of Major Events** There is a drive towards ensuring that KwaZulu-Natal plays host to major national and international events such as football and rugby derbies, as a contribution towards the development of sports tourism particularly in rural areas and townships. The Department will open channels of communication with all key role-players including the Premier Soccer League, South African Football Association, SA Rugby, Cricket South Africa and Municipalities with the view to hosting major sporting spectacles in KwaZulu-Natal when regulations permit. This will be linked to development programmes including coaching clinics.
- **Policy Intervention** The Department has finalized the Funding Policy that was commissioned at the end of the 2019/20 financial-year. The purpose of this policy is to ensure that financial and non-financial support is managed in a transparent manner. The funding policy gives guidelines, management of transfer payments and establish fundamental principles that will be used to assess and evaluate request proposals from community organizations and entities. The policy also guides the process of bidding and hosting for major signature sport events.

4.6 Civil Unrest

During the period 9 to 17 July 2021, South Africa experienced violent protests and socio-political unrest characterised by widespread looting of shops and businesses, as well as burning and destruction of public facilities and private properties, mostly in the provinces of KwaZulu-Natal (KZN) and Gauteng.

Writing for ACCORD, Clayton Hazvinei Vhumbunu (PhD), wrote an article titled "The July 2021 Protests and Socio-political Unrest in South Africa: Reflecting on the Causes, Consequences and Future Lessons" (<https://www.accord.org.za/conflict-trends>)

In summary, Vhumbunu (2021) asserted that the developments of July 2021 resulted in colossal socio-economic damage countrywide at a time when the Covid-19 pandemic was wreaking havoc on national economic growth and people's lives and livelihoods.

While assessments to determine the extent of the damage that occurred during the nine days of protest and unrest are ongoing, it is clear that the effects have been tremendous in both scale and intensity. The protests resulted in the loss of properties, business stock, employment, livelihoods, and essential services, such as medical and pharmaceutical supplies (in hospitals and clinics), farming, financial services facilities, telecommunication facilities, food distribution centres, and seaports. The protests also disrupted critical government programmes, such as the Covid-19 vaccination programme.

The South African Property Owners' Association (SAPOA) reported that a total of 3 000 stores were looted, and 1 199 retail stores were damaged during the protests, including large outlets and businesses.[8] A total of 161 malls were damaged countrywide, while 161 liquor outlets and distributors, 11 warehouses, and eight factories were extensively damaged.[9] Banking services were affected, as most banks in KZN and Gauteng closed their branches.[10] In total, an estimated 40 000 businesses and 50 000 informal traders were affected, with 150 000 jobs put at risk, mostly due to business closures and the possibilities of delayed re-stocking and re-opening.[11]



The protesters blockaded and damaged parts of the main national highways, thereby disrupting commercial traffic along the routes which serve as strategic logistics arteries nationally and regionally. More than 35 trucks were burnt and looted, mostly at Mooi River Town in KZN.

The violent protests impacted the Covid-19 vaccination roll-out and disrupted the transportation of medical supplies and delivery of healthcare services.[20] The South African Department of Health reported that about 25 000 vaccine doses were lost during protest action through acts of looting and arson. The target of vaccinating 300 000 people per day was impeded[21] at a time when the government sought to vaccinate 67% of the population by the end of 2021 to reach herd immunity. The closure of over 90 pharmacies in KZN and Gauteng affected the collection of essential medicines by people with chronic illnesses.

Overall, the July 2021 protests resulted in the deaths of 337 people in KZN and Gauteng as of 22 July 2021, with over 3 400 people arrested on allegations of inciting public violence, murder, arson, and looting.[24]

Citizens were frustrated by worsening poverty, unemployment, food insecurity, and inequality due to the Covid-19-induced national lockdown measures. South Africa remains the hardest hit by the pandemic on the continent, with a total of 2 919 632 cumulative confirmed cases and 88 925 cumulative deaths as of 25 October 2021

4.6 Healthy Lifestyle

Sport continues to be increasingly recognized as an important tool to achieving the objectives of the Sustainable Development Goals (SDGs), with particular focus being placed on Goal 3: Ensure healthy lives and promote well-being for all at all ages. The Department has aligned its plans to the key deliverables in the National Development Plan (NDP), Provincial Growth and Development Plan

(PGDP), Medium Term Strategic Framework (MTSF) and other key priorities of government. Increasing the pace of transformation in the sport sector in South Africa is a key determinant to the programming of sport delivery. The NDP stipulates that "participation in each sporting code should begin to approximate the demographics of the country. Coupled with that is the expectation that South Africa's sporting results should be reflective of a middle-income country, with a population of about 50 million, together with historical excellence in a number of sporting codes."

It also emphasizes the critical role of sport and recreation in the promotion of wellness, social cohesion and the fostering of nation-building based on the belief that people who play together can live together, in harmony. In the 2020 State of the Province Address, Premier Sihle Zikalala stated that more work will be done by the KZN Provincial Council on Social Cohesion and Moral Regeneration. He emphasized the need to generate the positive spirit of Ubuntu by reaching out to each other. The department is a key player in this sphere as the programmes promote social cohesion and nation-building, thus providing a positive spirit in the province.

4.7 Social Cohesion and Nation Building

The Department of Sport, Arts and Culture has been delegated the responsibility to lead and coordinate the delivery of the outputs of Outcome 14: A diverse, socially cohesive society with a common national identity. An important priority for the Province, in collaboration with the national Department of Arts and Culture, is to contribute significantly to the achievement of the social cohesion and nation building outputs espoused in the outcome.

The following key policies, strategies and plans, as detailed in the Department's Five-year Strategic Plan, contribute to and inform the work of the KZNDAC:

A National Strategy for Developing an Inclusive and a Cohesive South African Society (2012)

The Mzansi Golden Economy (MGE) Strategy (2011)

The Industrial Policy Action Plan (IPAP)

The White Paper on Arts, Culture and Heritage (1996) and the Draft Revised White Paper on Arts, Culture and Heritage (Draft 2013)

A host of other sector-specific policies and strategies exist for acknowledgement and consideration in the planning process, including importantly the Provincial Spatial Economic Development Strategy.

Maintaining and developing local cultural distinctiveness, local cultural identity has the power not only to create a sense of place and pride among people but can also have economic spin-offs. The Department's focus is thus:

- Creating opportunities for generating a KZN identity that is shared by all people of KZN, regardless of cultural or individual differences. In this regard promote multiculturalism and multilingualism by, amongst others, implementing the following:
- **Learn Another Language:** This project entails individuals learning another language other than their mother tongue. Given its potential to unite people this project is being mainstreamed and includes the learning of Sign Language. The latter is about the advancement of Sign Language, targeting public servants and the political leadership of the province including members of the executive, legislature and councillors.
- **Review of the KZN Provincial Language Policy:** This includes but is not limited to assisting local municipalities with the development of their institutional language policies and promotion of indigenous languages, for example literature development in indigenous languages and the creation of space in public libraries for indigenous literature.
- **Promotion of Izingoma:** This project recognizes the value of African genres and will be implemented in all districts culminating in a provincial event.
- **Culture Thursdays:** This is a platform to celebrate heritage and diversity towards social cohesion and prosperity through cuisine, attire, poetry, music and dance.
- **Implementation of War Room Intervention:** The aim of the WRIP package is to promote arts and culture and contribute towards poverty alleviation at ward level through a number of arts and culture programmes which include an Arts Development Programme, a Lifelong Learning Programme and a Nation Building Programme.
- **Rural Development Including Infrastructure:** This priority aims to focus development in rural areas to grow arts, culture and heritage in KZN and contribute to job creation, poverty alleviation, social cohesion and nation building This intervention responds to the need for infrastructure development. It seeks to address the following:
- **Libraries:** Modular libraries designed as a basic library facility that can be extended as the service grows
- **Art Centres:** Implement a turn-around strategy in art centres to improve functionality in order to promote ACH development and promotion
- **Provincial Archives Repository:** Lack of proper storage of the province's records threatens heritage, hence the need to construct a repository to house all original KZN heritage in the form of document, film, audio, video and memory archives
- **Arts and Culture Academy:** Skills programme as part of the Music Academy being established by DEDTEA as well as arts centres
- **Museums:** To reflect and balance history and heritage as well as new trends such as exhibition depicting maritime economy e.g. Port Shepstone Museum
- **Strengthening of Stakeholder Engagement:** Establish structured strategic partnerships with all relevant stakeholders in order to improve the development and growth of the cultural and creative industries and facilitate socio-economic transformation.

- **Youth Development:** Given the population dynamic of youth in this Province, i.e. population growth at 5.6% is higher than 5,3% of general population (Stats SA, 2016), KZN is listed among three provinces that are more likely to retain their youth. The following are some of the programmes earmarked for the youth:
- **Job Creation:** Improve the efficiency, innovation and variety of government-led job creation programmes in order to address youth unemployment and joblessness, skills development, internship programmes as well as a youth dividend at recruitment and procurement
- **Establish Arts and Culture Youth Forums and Youth Offices** for mainstreaming of youth programmes
- **Provincial Literature Youth Competition:** Enhance youth skills development and life-long learning as well as encourage literacy and youth participation in social cohesion and nation building
- **Young Patriots Programme:** This is one of the flagship programmes where the youth conduct school visits to explain the meaning of national symbols and distribute flags and memory boxes to promote nation building and patriotism among school-going learners.
- **Vulnerable Groups:** KZNSAC seeks to create a caring and inclusive society that protects and develops the human potential of all, hence the focus on vulnerable groups like, the elderly and people with disabilities to ensure this groups enjoy the same rights as their fellow citizens, and where all citizens and institutions share equal responsibility for building such a society. Programmes earmarked at the elderly, people with disabilities and gender mainstreaming programmes will be implemented to tackle the triple challenges of unemployment, inequalities and poverty, as well as asymmetries of power in society as they impact on these groups.
- **Active Fridays**
- **Sports Councils at District, Local and ward levels**



4.8 Vulnerable Groups

Women, persons with disabilities, orphans and older persons are considered vulnerable as they tend to be at higher risk of social exclusion and marginalisation. These groups often face higher rates of victimisation and abuse and tend to be over-represented among the poor, with the experience being more discriminating. Addressing poverty and inequality demands that there is a specific consideration of these vulnerable people and their livelihood strategies.

Persons with Disabilities: Despite considerable progress made with regards to the legal status of vulnerable groups being entrenched in the Bill of Rights contained in the Constitution of the Republic of South Africa, 1996 often these groups do not, in practice, enjoy equal rights. Persons with disabilities face serious challenges to participate meaningfully in community activities with regard to access to public institutions and facilities, employment opportunities, appropriate skills training.

Women and women empowerment have been identified as a vulnerable group as they face discrimination based on entrenched patriarchal and discriminatory gender norms which manifest in a number of ways. Poverty patterns are inherently influenced by gender. Women, particularly Female-headed households are generally much poorer. Inequality is further, intensified by additional race-based discrimination and inequality.

Women contributes a total of 28 901 000 in the country and Kwa-Zulu Natal is the largest province with women making 19%. Out of the entire contribution of women, 29.5% is female headed household. 29.8% of these women are unemployed. The abortion rate is sitting at 37.7%.

GBVF: According to the GBVF Strategy, the high levels of GBVF in South Africa permeates most women's lives across a continuum resulting in significant numbers of women living with high levels of trauma on an ongoing basis.

The World Health Organisation (WHO) estimates that 12.1 in every 100 000 women are victims of femicide in South Africa each year which is five times the global average of 2.65. Other forms of gender-based violence are also prevalent. The South African Police Service (SAPS) recorded 42 289 rapes in the 2019/2020 financial year – these figures were up from 41 583 in 2018/2019⁶ reflective of the increase in numbers of sexual offences overall (from 52 420 in 2018/2019 to 53 293 in 2019/2020)⁷. Whilst the final figures for the 2020/2021 financial year have not been released, existing data has shown that the lockdown levels impacted negatively on levels of reporting by survivors. The GBVF Strategy is a multifaceted and long-term and focuses on transforming harmful social and structural norms that feed GBVF. The DSAC will respond to Pillar 2, Prevention and Rebuilding Social Cohesion. Harnessing media and drawing on arts and sport sectors is a critical resource in changing social norms that drive GBVF, and rebuilding social cohesion.

Youth: South Africa has a total of 20 395 000 youth (age 15-34) which is 36.1% of the entire population. Kwa-Zulu Natal is the second largest province which totals to 4 140 000. At a national level, 28% are youth headed household. Out of the total number only 9.6% benefits from social grant and 26.6% are living without employment. It is further stated that in 2017 there were about 67,1% youth who are not economically active. Youth that is currently attending academic institution is 26,6%

Older persons have been identified as a vulnerable group as many older persons living in the Western Cape have been deprived of adequate education, employment and socio-economic opportunities. Without the means to break free from the bondage of poverty, many older people were unable to provide for their old age through secure retirement benefits or by ensuring that their children would flourish. In addition, older persons are often more vulnerable to disease, and their health may be affected by poor nutrition, quality access to medical care and poverty.

Elderly people contribute 4 596 000 to the entire population in the country. On the said number, 68.6% have access to social grant. 14,2% are still within labour force. 24% have access to medical aid. 60.1% suffer from chronic illnesses.

Children have also been identified as a vulnerable group as many continue to live in poverty and are faced with considerable inequalities that continue to inhibit their access to better life opportunities, enhanced educational levels and improved health outcomes. The number of children who have never been in school, or who have dropped out remains a problem.

According to statistical information of 2017 extracted from Statistic South Africa, indicates that children contribute 34,6% of the entire population is South Africa which totals to 19 579 000. Kwa-Zulu Natal contributes 21.2% of the entire children in the country. KZN is leading with the number of children in the country. Out of 19 579 000, 2 388 000 are orphans which makes 12,4 of children who are orphans.

Child Participation Framework provides a common framework to guide all spheres of government, civil society and different sectors to promote the meaningful participation of children in matters that affect them.



Military Veterans: is any person who rendered military service to any of the military organisations, statutory and non-statutory, which were involved on all South Africa's military veterans. The country currently has 67 718 veterans from at least 10 different forces registered sides of South Africa's Liberation War from 1960 to 1994; (b) served in the Union Defence Force before 1961; or (c) became a member of the new South African National Defence Force after 1994,

According to the Department of Military Veterans' Annual Performance Plan 2017/18 – 2019/2020 it is providing services, including healthcare, housing and education assistance. The document on page 74, "Community of Military Veterans" shows that the single largest contributor to the national population of military veterans is the former SA Defence Force (SADF) with 35 189 registered retired airmen, military medics, sailors and soldiers on the national database. Then the SA National Defence Force (SANDF) which consist of 12 836, Umkhonto we Sizwe 10 745, Apla (the Azanian People's Liberation Army) with 4 316, former Bophuthatswana and Transkei defence forces 1 609, AZANLA (Azanian National Liberation Army) at 560, former Ciskei has 445 and former Venda defence forces 173. In age terms the single largest group are former soldiers between the ages of 45 and 54. At 27 553 they make up around 40% of the population, other age groups are 35 to 44 (14 927), 55 to 64 with 13 221, over 8000 are 65 and older and under 4000 are 35 and younger.

This vulnerable group since liberation of South Africa in 1994 was neglected from benefiting from government programmes as they were the key contributors to liberate the country. After transition they were left without source of income. It was then they mobilized and formalized themselves to approach government with a collective view. Government then resolved to include them as the vulnerable group and developed programmes which seeks to support them. In return they have also developed their own programmes to assist government to combat crime.

Farm workers and farm dwellers: According to information extracted from "Farm Workers' Living and Working Conditions in South Africa: key trends, emergent issues, and underlying and structural problems" 2015 are among the most vulnerable group of the South African working class. Whilst a number of measures, including legislation, have been put in place to protect farm workers; most of them still do not enjoy achievements of the democratic dispensation. These amongst others include living wages, improved and fair conditions of employment.

According to the 2011 Census, 759 127 households with an aggregate population of 2 732 605 people (5.28% of South Africa's population) lived in Farm areas¹ of South Africa in 2011, of whom 592 298 households with a population of 2 078 723 people lived on farms. At least 91.2 per cent of the Farm Area population was South African citizens, and at least 4.9 per cent was not. Excluding employed people who earn no income (typically business owners and family members working in those businesses) and those who did not specify their incomes, 65.1 per cent of employed Farm dwellers earned R1 600 or less per month, and a further 17.2 per cent earned between R16 001 and R3 200 per month in 2011. However, 2.5 per cent earned more than R25 600 per month. (Stats SA, 2013b).



The results of the Quarterly Labour Force Survey (QLFS) for the third quarter of 2021 show that the number of employed persons decreased by 660 000 in the third quarter of 2021 to 14,3 million. The number of unemployed persons decreased by 183 000 to 7,6 million compared to the second quarter of 2021. The number of discouraged work-seekers increased by 545 000 (16,4%) and the number of people who were not economically active for reasons other than discouragement increased by 443 000 (3,3%) between the two quarters resulting in a net increase of 988 000 in the not economically active population.

Employment decreased by 571 000 (5,6%) in the Formal sector, by 65 000 (5,4%) in Private households and by 32 000 (3,8%) in Agriculture in the third quarter of 2021 compared to the second quarter of 2021. Informal sector employment increased by 9 000 (0,3%) in the same period.

All industries experienced job losses between the second and third quarters of 2021 except the Finance industry which gained 138 000 jobs. The largest employment decrease was observed in Trade (309 000), followed by Community and Social Services (210 000).

With the current situation highlighted above there is still opportunity and intention for sport, arts and culture to promote and support social cohesion. Our objectives, going forward towards 2030 and an "ideal future", are to continue the endeavours to reduce inequality of opportunity, redress, enable the sharing of common space, and to actively participate in their own development by promoting the values contained in the Constitution. This calls for an effective and adequately resourced sport system which allows for the equitable delivery of school sport, recreation and competitive sport.

The intention moving forward is to work with all the vulnerable groups in Kwa-Zulu Natal through our sport, arts and culture programmes to promote social cohesion, boost economic activities to create sustainable jobs, combat the substance abuse and Gender Based Violence and Femicide in turn lift the mood of the province post unrest and the new normal of covid-19.

5. Sport, Arts and Culture Sector SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> Available resources (capable HR & Budget) Legislated mandates Functional structures/ entities One Exec Authority Decentralised services (DDM) and Visibility in all Districts Different Cultures Collaboration on programmes of the Department Institutional knowledge Good Corporative Governance Stakeholder Management(Sport Federations & Arts and Culture Forums Adaptation to the new Mandate such as Economic growth and Job Creation 	<ul style="list-style-type: none"> Fear of the unknown Limited resources/ infrastructure Limited/Lack of devolution of power to districts There are no policy directives to make MoAs enforceable Inability to radically drive transformation Lack of research Lack of the retention of sport practitioners and artists Lack of partnerships with private sector and institutions of higher learning Relational Resources(Office Accommodation) Lack of succession Planning More centralized Service Delivery Model Adaptation to the 4th Industrial Revolution(e.g. Use of Technology)
Opportunities	Threats
<ul style="list-style-type: none"> Collaboration (including on programmes) Creating socially cohesive society Innovative service delivery through ICT Skills Dev and empowerment Ward based interventions Competitive culture Public Private Partnership Participation in Regional and Global platforms Rich in diversity talent & Culture Learning from scientific support Innovation Sport Economy and Sport Tourism Staging of major sporting and arts events 	<ul style="list-style-type: none"> Pandemics and other diseases (Including COVID-19) and other lifestylediseases Political environment Silo mentality Economic Environment Lack of recognition of role of SAC Youth bulge (under-utilised youth)

6. Political, Economic, Social, Technology, Environment and Legal (PESTEL)

Political	Economic
<ul style="list-style-type: none"> Instability within the politics Lack of commonly accepted political direction at local govt level Non-alignment of Loc govt and Prov plans 	<ul style="list-style-type: none"> Socio-economic inequalities Development imbalances (urban vs rural) Unemployment Budget constraints Lack of infrastructure Limited budget VS demands Lack of foreign direct investment
Social	Technology
<ul style="list-style-type: none"> Divided communities Socio-economic inequalities High levels of poverty “Entitlement mindset” 	<ul style="list-style-type: none"> Capacity to review ICT frameworks Expansion of internet services in rural areas (e-books, IT Infrastructure) Demolition of infrastructure
Legal	Environment
<ul style="list-style-type: none"> Legal Available Legislation and policies Different legislative policies (local Vs Provincial) 	<ul style="list-style-type: none"> Environment Limiting legislative environmental regulations. Global warming and climate change Pandemic Civil Unrest

3. INTERNAL ENVIRONMENT ANALYSIS

The merging Departments of Arts and Culture and Sport and Recreation are backed by separate human resource structures and both have a support to line function imbalance. The imbalance is skewed in favour of the support function. This situation is unlikely to change with the interim structure. In the medium to long term, this may require reskilling of certain employees for purposes of absorption into line function units. For this purpose, the Department can utilise its bursary programme.

While the merger may bring more positives than negatives, it poses the risk of job displacements; employees may find themselves in unfamiliar roles. Furthermore, early retirement of employees, as offered by the Department of Public Service and Administration and the National Treasury, may result in the loss of institutional memory and skilled employees.

While there is a need to restructure the human resources of the Department to adequately implement the expectations of the strategic plan, there is confidence as evidenced by the strengths, weaknesses, opportunities and threats (SWOT) analysis that the DSAC will be able to carry out its mandate. Where the Department may have a skills gap, there is already experience in employing an innovative multi-unit task team delivery model to implement projects.

This reviewed organisational structure is informed by a rapid demand to form one department and change of environment under sport, art and culture environment in the province, together with the adoption of the new strategy arising from the national consultative process that had culminated in the roll-out of the NSRP. This reviewed structure had also been informed by the issuing of a new budget structure by National Treasury, as well as the department’s need to meet its service delivery imperatives.

The process of job evaluation, matching & placement and recruitment had been a lengthy, consultative process completed in August 2015. Close consultation with organised labour had resulted in no job losses for existing personnel. The PERSAL Technical Report issued by the Office of the Premier for January 2020 has revealed that 266 funded posts exist on PERSAL. The filling of 248 posts has resulted in the current vacancy rate is 6,7%. Employees with a disability represented 3.25% of the workforce, depicting the Department’s commitment to diversity and inclusivity in the workplace.

According to Organisational Development Guideline, both departments are to consider both their organograms and merge to one “As is”.

The Department of Art and Culture has a draft Service Delivery Model (SDM) and draft organisational structure that will give operational expression to its political, legal, policy and strategic mandates. In this regard, the Department intends to improve its overall organisational capability by implementing its proposed reviewed structure which is intended to ensure that the Department is underpinned by and aligned with its mandate. The Department has 435 (incl. MEC) filled positions. The plan is to fill all critical posts in this regard, the new structure will be aligned to the available budget.

Vacancy rate: The Department aims to reduce the current vacancy rate of 4.54% even further down although it already below the acceptable 10% by ensuring that selection panels adhere to confirmed short listing and interview dates.

Employment equity and other group representation: The Department will develop and implement internal programmes that aim at improving or maintaining representivity of women at management and all other levels as well as that of People with Disabilities (PWDs). It will continue to fill posts in line with the Employment Equity targets to improve on the current 47.62% representation of women at SMS to the acceptable 50%. Furthermore, the Department plans to improve or maintain the current 1.61% representation of PWDs to stay above the acceptable 2%. The goal is to continue to prioritize the creation of jobs to ease the burden of unemployment, especially amongst the youth.

In 2020/2021, the Department of Sport and Recreation committed to reducing the high vacancy rate of all funded vacant posts to 0% and the target was met. The Department of Arts and Culture was able to maintain a vacancy rate of < 10% however critical posts such as the Chief Director LAM and Director Library Services remain vacant.

The Provincial Treasury circular number PT 06 of 2019/20, wherein stringent cost-cutting measures have been imposed on all Government Departments, compounded by the province’s reduction in the proportion of equitable share, had resulted in some critical posts not being filled.

Employment equity and other group representation: The Departmental is live on the government’s workplace transformation agenda. Representation of women and people with disabilities is process of filling the positions in the organogram. The current 42% for women representation against the norm at 50% and 1.67% against the norm of 2% respectively for people with disabilities are in process of being improved.

Human Resource Plan

The Public Service Regulations No.26 of 2016 and the Human Resource Planning Strategic Framework Vision 2015 mandates human resource planning in all National Departments to be undertaken. The approved Department of Arts & Culture’s Human Resource Plan (1st September 2021- 1st March 2024) was developed to address the current and future workforce Human Resources challenges.

However, the HR Plan will be assessed annually to determine whether adjustment is required in the event that a change to the Departmental strategy has occurred and it might have an impact on the current HR priorities. Although not many Departmental strategies have changed but certain tables in the Workforce Analysis needed to be included as per PERSAL data. This Plan sets out to review human- resource- capacity needs systematically to ensure that the Department ultimately has the right number and type of Human Resources and practices to deliver relevant, comprehensive, professional and efficient public-sector service to the people of KwaZulu-Natal. It also sets out to ensure that the composition of the Department becomes more representative of the society it serves.

The Department’s Human Resource Plan unpacks the values, organisational culture, competencies and human resources required for the successful execution of the strategic goals and objectives of the Department. The interventions identified in this plan is based on the human resource value chain. This value chain is illustrated in Diagram 2 below

Diagram 2: HR Value Chain



The Department experienced a number of human resource related strategic issues or **challenges** which amongst others are as follows:-

- Delays in approval of the reviewed/merged Departmental Structure;
- None existence of a job grading system for a period;
- Shortage of personnel or capacity;
- Insufficient training and developmental budget to address all the skills gaps worsened by the budget cuts resulting from the COVID 19 challenges and demands;
- Further gaps in Employee Health and Wellness Programme (EHWP) that include COVID 19 containment challenges;
- Inability to reach employment equity targets;
- High labour turnover;
- Delays in finalising/resolving disciplinary actions by supervisors;
- Inadequate office space and implementation of SHERQ measures;
- Performing remunerative work without relevant approval; and
- Non-disclosure of financial interests.

The new Department of Sport, Art and Culture will priorities the following HR Strategies to address these issues and challenges identified above.

- Finalisation and approval of the reviewed/merged Organisational Structure;
- Seek advice from DPSA & OTP in terms of grading new posts and implement the measures accordingly;
- Ensuring adequate supply of correctly qualified staff to meet the Departmental strategic objectives;
- Ensuring an efficient, effective and development of human resources;
- Roll out more on-line virtual training programmes;
- Continue to address Wellness Management gaps by implementing EHWP and complying with COVID 19 containment regulations and policies;
- Recruit in line with Employment Equity targets of the Department;
- Ensure effective implementation of retention strategies to reduce labour turnover;
- Instilling discipline and fast tracking of the disciplinary processes by supervisors; and
- Implementation of SHERQ and COVID containment measures (social distancing and attendance of work on virtual basis);
- Corrective measure taken on those officials that do not disclose their financial interests; and
- Corrective measures taken on those performing remunerative work without relevant approval.

Internal Audit

The Internal Audit function of the Department is managed as a shared service with the KZN Provincial Treasury that provides an independent and objective consulting service designed to improve the operations of the Department. This function includes the evaluation of management's governance, control and risk management systems, together with the provision of an opinion on the adequacy and effectiveness of these systems, as well as recommendations for improvement. The department meets and reports quarterly to the Cluster Audit and Risk Committee (CARC).

The Internal Control Unit reports to the Head of Department and provides management with an independent, objective assurance and consulting service designed to improve the Department's strategic operations. The entity-wide approach to risk management entails that every key risk, in each Business Unit of the department, is systematically processed. Despite the limitations of human resources, the department is still able to ensure that its response to risk remains current and dynamic.

The Financial Management Support Services Business Unit continues to maintain its high level of financial management and administrative compliance in pursuit of good financial administration, good governance, and clean audit outcomes. It thus continues to provide the effective and efficient implementation of daily cash management systems, processes and controls through to the formulation of long-term financial objectives, policies and strategies in support of the strategic and operational plans of the Department.

The Department has implemented the Supply Chain and Asset Management Systems required by the relevant legislation and policies. In order to prioritize Radical Economic Transformation, the Department has continued to support Black Economic Empowerment (BEE) service providers through the purchasing of gym equipment, sport attire, catering, consultants, IT equipment and other goods and services. As part of its sustainable development drive, the Department also endeavours to increasingly provide greater opportunities for small, medium and micro enterprises (SMMEs). However, the Auditor-General has indicated concern that bid documentation for the procurement of commodities designated for local content and production did not meet the stipulated minimum threshold for local production and content as required by the Preferential Procurement Regulation 8(2) of 2017, issued in terms of the Preferential Procurement Policy Framework Act of South Africa, 2000 (Act No.5 of 2000) (PPPFA). In order to mitigate this challenge, the department has put into place mechanisms to ensure service providers declare the level of local content of designated goods.

The Department has continued to utilize the manual system of gathering performance data for the monthly and quarterly reports from directorates, meeting all the compliance-reporting deadlines as set by the DPME.

Audit Outcome

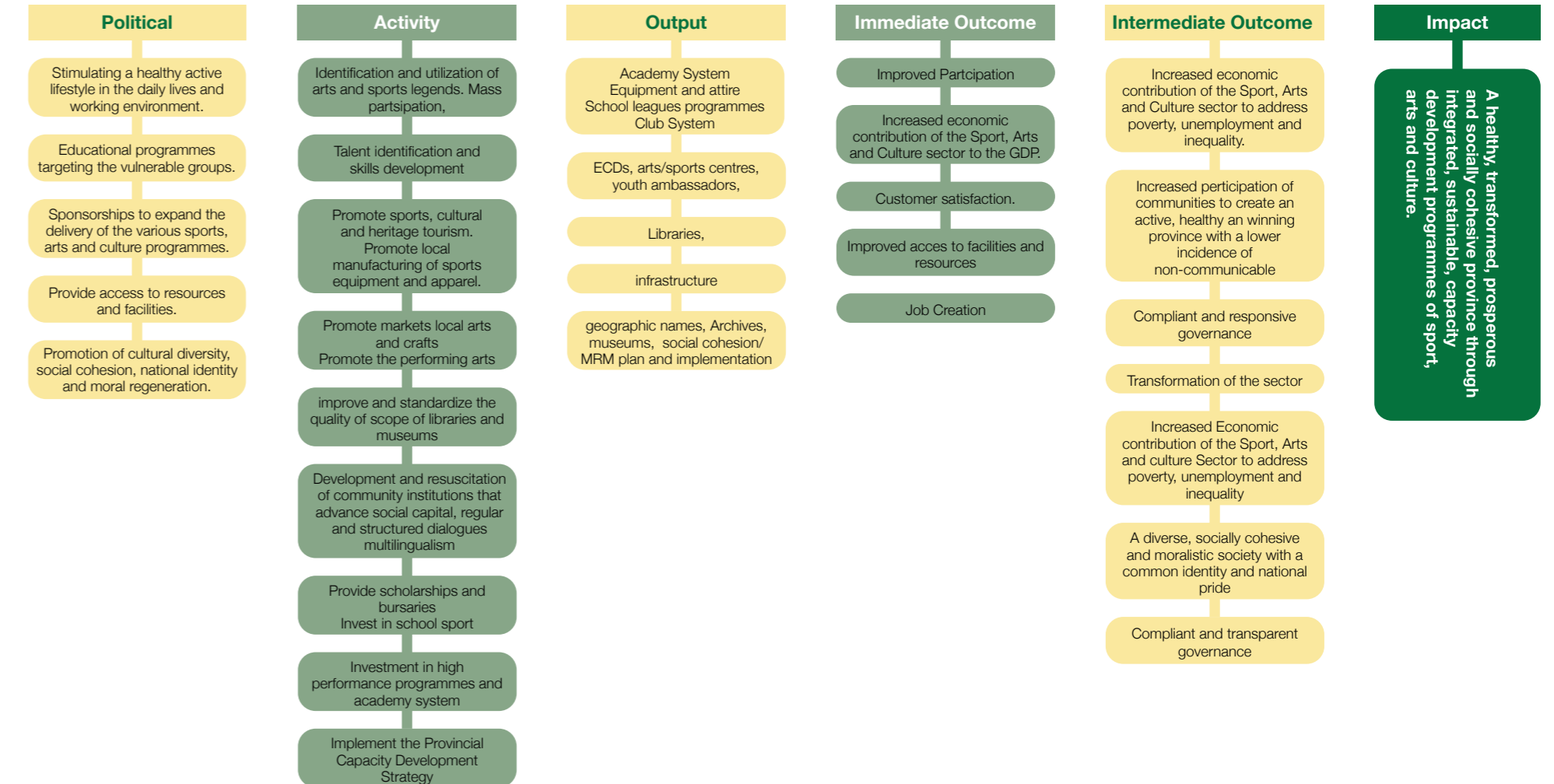
In the 2020/21 Financial year, the Department of Sport and Recreation received a clean audit. The Department of Arts and Culture received a qualified audit opinion.

The Department of Arts and Culture had 25 findings and developed an audit improvement strategy. The Department has currently resolved 20 findings with 05 still in progress.

4. PROBLEM STATEMENT

There are high levels of poverty, unemployment and inequality, within the sports, culture and creative industries coupled with lack of transformation in the sector and a lack of morality, and social cohesion and poor health in the Province.

Diagram 3 on the following page illustrates the Theory of Change diagram which depicts the Problem-and-Cause Effect Relationship.



Theory of Change: A healthy, socially cohesive, proud and transformed society (in KZN through sports, arts and culture)

Notes;

1 The various components of ToC are grouped in clusters
The relationship and sequence of various components is not linear. That is, if a group of inputs, activities, output, etc are on the same level, does not suggest that one directly leads to the other. What it means is that a combination of inputs will lead to an activity/ activity, and output/outputs, and so on.



4.1 Root Causes Analysis to work

4.1.1. There is lack of awareness on the importance of living a healthy lifestyle:

Communities in mainly the rural areas are more concerned about 'bread and butter' issues and thus focus on demanding these services from the state. Reciprocally, the state gets consumed on raising awareness and provision of these very services. Sport as a way of living becomes, if anything, a secondary issue.

4.1.2. Lack of meaningful and genuine interaction amongst different communities.

The country's past conditioned and partitioned communities along racial, ethnic, and social strata. This did not manifest itself only through geographical location but also shaped a way of thinking, living and association. The 2010 FIFA world football competition, hosted by South Africa, proved that sport can be a uniting activity, with lasting effects only if it is sustained. The different communities forgot, at least for that time period, their ugly past and differences. They focused on football. That phenomenon was of genuine and meaningful unity, albeit temporary.

4.1.3. Lack of community involvement in sport, arts and culture:

As stated earlier, the majority of communities are concerned with immediate needs and means for survival. Involvement in sport becomes a luxury that one can afford only in a safe and secure environment, knowing that the next meal and shelter is guaranteed. This lack of involvement has a number of effects, chief amongst them being the lack of support and encouragement to the youth to participate in sport. The resultant idleness leads to an increase in social ills perpetrated by these youth.

4.1.4. Communities (SMME) not contributing to, nor benefitting from, the local economy:

In South Africa, mainly in rural and peri-urban areas, sport is still not regarded as an economic activity that can sustain those participating in sport, or their families and communities. In such instances the sport equipment and apparel are provided by entrepreneurs who come from outside those communities, and who have no interest in such communities except the delivery of the equipment procured for them, mainly by the state.

4.1.5 Lack of National pride/ unity:

National Pride is love and devotion to one's country, and it reinforces the alliance of all citizens to this country who share the same values. It is also known as Patriotism. As long as pride is involved in a subject, it appears that both positive and negative connotations exist.

In a South African context, pride, as well as the potential lack thereof, needs to be considered as most of the pride felt in today's day and age is based on the successes we have in sport, which, on a sidebar, for a nation our size is truly commendable.

However, it doesn't build national pride to the levels expected of a potential world power. Before I continue, know this, we are on our way to becoming a world power in terms of influence in our region, but at the same time, we are on a knives edge, as this country's inhabitants are also in the process of fumbling the ball five metres from the try line.

Simply put, our problem is the lack of national unity or patriotism, for which there are two main reasons.

The first is vested in the division of its nations, and as the division deepens day by day, it becomes more unlikely that they may be reconciled with one another in the near future. For purposes of this article, I will refer to the relationship between whites and Africans, although the efforts of all the other nations, coloureds, Indians and Asians are also noted. This is simply because I deem the reasons for these divisions to be mostly due to white and African perceptions.

The second reason is pride. The one group has too much of it emphasized on the deemed past glory's and the other has lost it in cultural differences within themselves during recent years, and rather focussed on self-pride than patriotism.

Pride used to be synonymous with the whites of South Africa during apartheid, albeit perceived and based on a system that is irreconcilable with humanity, the point remains that they, we, were proud to be who we are.

On the other hand, Africans had nothing to be proud of during apartheid, as they were fighting for something, in this case their country. When apartheid eventually lost its grip, and democracy saw the light, the purveyors of the "struggle" had a combined patriotism of what they had managed to achieve.

It was this pride that also lead to a peaceful transition to the government of the middle and late 90's, as they would have lost the right to be proud humane leaders, had it not been so peaceful and based in logic. Source: News24 2019/13/12

5.0 STAKEHOLDER ANALYSIS

5.1 National Priorities and the Role of Department of Sport Arts and Culture Stakeholders

Priority	Stakeholder	How stakeholders can contribute in achieving this priority
Economic transformation and job creation	<ul style="list-style-type: none"> Federations Indigenous Games Council Recreation entities Academies Sector departments SRSA KwaZulu – Natal & Cultural Council (KZNACC) Arts & Culture Forums Cultural & Creative Industries of South Africa (CCIFSA) Federation of Community Arts Centers (FCAC) KUMISA 	<ul style="list-style-type: none"> Employment of admin staff in Federations Employ coaches on stipend Use legends as ambassadors, as well as for skills development and coaching clinics, Recognition of prior learning programmes Provision of financial sustainability Building a brand around players and clubs Empowering of federations, Councils and Forums Engagement with tertiary institutions Structured engagements with the creative sector through the Councils and Associations to ensure an inclusive process towards building the sector
Education, skills and Health	<ul style="list-style-type: none"> Academies Schools Sector departments Tertiary institutions SRSA Book Suppliers Publishers Department of Education National DSAC NISA LIASA (PROFESSIONAL BODY) National Library For The Blind Geographical Place Names PANSALB USIBA Writes Guild Gcinamasiko Heritage Trust KwaZulu Natal Women Authors Forum UKZN Centre For Creative Arts 	<ul style="list-style-type: none"> Empower individuals with business skills Provision of development programmes for coaches and technical officials Usage/provision of accredited programmes for arts culture and sport Provision of learnerships by Sports Confed Engagement of trained health coordinators (DOH) Utilisation of a health checklist Engagement with sector departments on relevant programmes (DOH, DOE, etc.) Federations to look into modified programmes per code e.g. touch rugby Providing access to libraries and library materials to all citizens incl the disenfranchised Providing equity to access to services
Consolidating the social wage through reliable and quality basic services	<ul style="list-style-type: none"> Federations Schools Sector departments Municipalities SRSA 	<ul style="list-style-type: none"> Employment as per regulations (SARS, Labour) Provision of access to basic services Utilisation of legends and payment of a stipend (links with priority 1) Rationalisation of programmes in order to maximise resources
Spatial integration, human settlements and local government	<ul style="list-style-type: none"> Academies Indigenous Games Council Recreation entities Schools Communities Municipalities 	<ul style="list-style-type: none"> Art Centers, Libraries, Museums and Archives, Sport and recreation Infrastructure should be incorporated into the relevant zoning process.

Social Cohesion and Safe Communities

- SCMR Council
- SCMR Advocates
- KZN Managers & Information Officers Forum
- Sinomlando Centre For Oral History & Memory Work
- In Africa School Of Religion And Theology
- University of Kwazulu Natal
- Kwamuhle Museum
- Luthuli Museum
- Campbell Collections
- Gandhi Luthuli Documentation Centre
- Indian Consulate
- SPCON
- Head of The Alan Paton Center
- Director of The Msunduzi and Ncome Museums
- Chairperson of The Natal Inland Family History Society
- Museum Boards
- Municipalities
- Communities

- Integrated Approach to SCMR
- Partnerships with Civil Society to ensure SCMR programmes implemented
- Development of partnerships towards SCMR
- Nation Building
- Educating communities on nation building and cultural diversity
- Recognizing the significance of understanding the historical past
- Safeguarding assets of National and Provincial significance

A better Africa and World

- Federations
- Communities
- Tertiary institutions
- SRSA
- Sector departments

- Promotion of inter-country games
- Promotion of interprovincial games (including Lesotho, Swaziland)
- Provision of exchange programmes (athletes, technical officials and administrators)

PART C: MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PERFORMANCE INFORMATION

The Department of Sport, Arts and Culture is mandated to align its policies, plans and activities to contribute towards the achievement of government's national priorities. The national government has seven priorities as enunciated in the Medium-Term Strategic Framework 2019-2024. While the department aims to address and deliver services against all seven priorities, there are four priorities which are particularly focused on by the department in addressing the identified problem statement and declared theory of change. The four priorities are

- A capable, ethical, and developmental state
- Economic transformation and job creation
- Education, Skills and Health
- Social Cohesion and Safe Communities



7 PRIORITIES OF GOVERNMENT

- A capable, ethical and developmental state
- Economic transformation and job creation
- Education, skills and Health
- Consolidating the social wage through reliable and quality basic services
- Spatial integration, human settlements and local government
- Social cohesion and safe communities
- A better Africa and World

1.1 MEASURING THE IMPACT

The Department has acknowledged the challenges it faced in the past planning cycle, which led to the changes that it now seeks to achieve. Some of the challenges are;

- Interventions were delivered in a Silo model and not integrated to maximise impact at community level
- Interventions were not linked to outcomes
- Infrastructure developed without concomitant programmes,
- Sport, Arts and Culture not positioned for economic growth, alleviation of poverty and reduction of unemployment
- Sedentary lifestyles giving rise to high incidence of non-communicable diseases
- The sport federations not meeting the Transformation targets
- A lowering of moral values
- Challenges in creating a national identity and increasing social cohesion
- Disintegration of the cultural and creative sector

To address these challenges, the Department will, over the next five years embark on an aggressive programme to pursue the desired impact stated below in the sector and the society.

Impact Statement	A healthy, transformed, prosperous and socially cohesive province through integrated, sustainable, capacity development and economic empowerment programmes of sport, arts and culture.
-------------------------	---

To address the desired impact, the department has identified four outcomes towards which the designed programmes and activities to be delivered will work.

- Compliant and transparent governance
- Increased economic contribution of the Sport, Arts and Culture sector to address poverty, unemployment and inequality
- Increased participation of communities to develop a creative, active, healthy and winning province
- A diverse, socially cohesive and moralistic society with a common identity and national pride

The table below provides the linkage of the outcomes to the Government MTSF priorities and the KZN provincial pillars

Government Priorities (RMTSF 2019-2024 and PGDS 2021)	KZN Pillars	Sport Arts and Culture Outcomes
Priority 1: A capable, ethical, and developmental state	Priority 8. Build a caring and incorruptible government	Compliant and transparent governance.
Priority 2: Economic transformation and job creation	Priority 2. Job Creation Priority 3 Growing the economy	Increased economic contribution of the Sport, Arts and Culture sector to address poverty, unemployment and inequality
Priority 3: Education, Skills and Health	Priority 5. Education, health and skills development	Increased participation of communities to develop a creative, active, healthy and winning province
Priority 6: Social Cohesion and Safe Communities	Priority 7 Building a peaceful province	A diverse, socially cohesive and moralistic society with a common identity and national pride

Rationale For Chosen Outcomes.

Outcome 1. A compliant and transparent governance

In article titled "What determines administrative capacity in developing countries?" Riciutti, Savoia, and Sen (2019) examine various state capacities, required for the state to achieve its mandates. They identified four competing notions of state capacity (see Centeno et al. 2017). The first is the ability of the state to achieve its identified goals (implementation capacity). The second is the ability of the state to achieve an ideal set of goals usually determined by an outside party (state scope). The third is the ability of the state to impel citizens and other states to do what they may not have done otherwise (relational capacity). The fourth notion is the organisational capacity of the state (organisational or administrative capacity).

Within the period of this MTSF, the Department of Sport, Arts and Culture will develop interventions that are aimed at building the fourth state capacity, namely the organisational capacity to contribute to the national and provincial governments' Priority 1: A capable, ethical and developmental state.

Outcome 2: Increased economic contribution of the Sport, Arts and Culture sector to address poverty, unemployment and inequality

With the triple challenges of unemployment, poverty and inequality facing the people of KZN, the sport, arts and culture sector can play an important role in in capacitating individuals to become part of the economy. This will be done by upskilling citizens to professionalise themselves to provide goods and services through becoming professional sports and arts practitioners, constructing infrastructure, supplying equipment and attire and building opportunities in sport and heritage tourism.

Outcome 3: Increased participation of communities to develop a creative, active, healthy and winning province

There is a general lack of appreciation of the benefits of sports and recreation in living a healthy lifestyle, in lowering the incidents of non-communicable diseases and disorders such as hypertension, diabetes, mental stress and anxiety. The current trend to sedentary lifestyles and high intake of sugar, salt and alcohol has made obesity and other lifestyle diseases become increasingly prevalent. In addressing these issues, this will lessen the pressure on the health system and improve economic productivity of the country through reduced absenteeism.

Outcome 4: A diverse, socially cohesive and moralistic society with a common identity and national pride

The end of apartheid spurred sport to be seen as a facilitator to represent South Africa as a non-racialist, multiculturalist 'rainbow' nation (Grobbelaar, 2009; Lazarus, 2004). In 2000, at the inaugural Laureus World Sports Awards, our Founding Patron, Nelson Mandela, declared that: "Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. ... Sport can create hope where once there was only despair."

The KZN DSAC intention is to develop as a province acknowledging its historical past, through the promotion of cultural and heritage activities, while building on the current gains of building bridges between communities that were once adversaries, using sport and the arts as a tool.

To address the challenges identified above, the department has designed changes to the programmes and activities to implement a ward-local-district service delivery model which includes a ward intervention package and an infrastructure model.

The key features of the Ward-Local-District model of service delivery are;

- Partnerships with sector departments and key stakeholders (business, NGOs) to implement high impact programmes in an integrated manner.
- The development of MoA's with key stakeholders
- The development of Ward-based intervention programme (WBIP) that promotes integration and delivery of a basket of services in wards.
- Readily available infrastructure with One-stop-facilities - libraries, community activity hubs/centres, sport-fields and fitness centres used for sport, arts and cultural activities
- High impact sport and recreation transformation programmes linked to improved health, skills development and representivity
- Sport and arts programmes that will be positioned to encourage economic growth of sport and arts practitioners and clubs
- Employment of sport legends, sport and art assistants to foster job creation.
- Substitution of the low impact Arts and Culture festivals with much bigger district multi-disciplinary arts and Culture festivals.
- Championing the Social Cohesion and Moral Regeneration programme across various sectors.
- Speeding up transformation and redress in the area book publishing by supporting aspirant writers.
- Increase access to education by providing additional libraries, modular libraries ICT services, special needs services and library materials, ECD materials etc.
- Inculcate the culture of lifelong learning by supporting various programmes like literature development, reading for understanding for under 10's, Library week.
- Transformation of the country's heritage through museum collections, establishment of heritage routes and recording of oral history.

1.1.1 WARD BASED INTERVENTION PACKAGE

- Developing a Club System. Over time the notion of a club has shifted from a club comprising of different teams and codes owned by the community, to a reference to a single team owned by an individual. The department will make efforts to reverse this trend
- Sport Leagues will be established, and tournaments/competitions supported to promote a healthy lifestyle and provide a base for talent identification. This will be accompanied by a skills development programme for athletes, coaches, technical officials and administrators.
- Arts and Culture centres will be developed to encourage participation and development in the visual and performing arts
- Job Creation using the grants from DSAC and EPWP so that unemployed youth will be employed to coordinate sport activities and events, support the cultural and creative industry, so that the youth can be given necessary work experience and skills to improve the potential to build a career.
- Prioritised campaigns to mobilise sports stars, artists and celebrities to send across constructive messages to the public. (eg. Sport and Arts against crime, Anti-Gender Based Violence and Femicide, substance abuse, anti-social behaviour
- Talent identification System for the identification of youth participating in school and community clubs with the help of ex-players and legends. These initiatives are intended to produce a recognized and systematic approach to assisting talented athletes from ward and regional areas to enter mainstream high-performance programmes.
- Music, song and dance programmes that seek to identify talent in the music and dance genres through ward-based competitions that progresses to Provincial finals where winners are supported through various interventions including training and links to recording and performance opportunities.



1.1.2. INFRASTRUCTURE MODEL

The Department recognises the fact that the absence of infrastructure discourages citizens, especially the youth, to participate in sport and cultural activities. During this period the Department will ensure that each community at local municipality level, has infrastructure for the arts and culture and dominant sport codes in the area.

At Ward Level, each ward should have access to;

- Activity Hub for sporting and arts activities
- Modular library
- Athletics field
- Outdoor gym/ Gym-in-a box
- Combo court
- Children's Play-gym
- 5 aside field

At Municipal Level

- Sports field/precinct to accommodate multiple sports codes
- Library
- Community Cultural Centre for Arts and Cultural activities and performances

At District Level

- Establishment of Fitness Centres / Sports Academy
- Cultural Centre for the visual and performing arts
- Museums

1.2 MEASURING OUR OUTCOMES

The table below outlines the linkage between the MTSF Priority, outcome and the associated outcome indicators

MTSF Priority: A capable, ethical and developmental state			
Outcome	Outcome Indicator	Baseline	Three Year Target
Outcome 1: Compliant and transparent governance	Audit Outcome Customer Satisfaction Index	Unqualified Audit New	Clean audit 80%
MTSF Priority: Economic transformation and job creation			
Outcome 2: Increased economic contribution of the Sport, Arts and Culture sector to address poverty, unemployment and inequality MTSF Priority: Education, skills and Health	Number of contract job opportunities created	DSR + DAC 21/22 contract jobs 700 (DSR and DAC)	DSAC contract jobs 1000
MTSF Priority: Education, skills and Health			
Outcome 3: Increased participation of communities to develop a creative, active, healthy and winning province MTSF Priority: Social cohesion and safe communities	Percentage increase in active participants in departmental events	MTSF Priority: Education, skills and Health New	20%
MTSF Priority: Social cohesion and safe communities			
Outcome 4: A diverse, socially cohesive and moralistic society with a common identity and national pride	Percentage wards participating in social cohesion and moral regeneration programmes	New	25 % of wards (212) in KZN actively participating in arts, culture and heritage platforms

1.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE YEAR PLANNING 2020-2025

South Africa has begun a new phase of its democratic transition and the electoral mandate of the sixth democratic government is to deepen transformation and implement the National Development Plan (NDP), particularly to accelerate growth, create decent work and promote investment in a competitive economy. This imperative is more pronounced during this phase given that - despite the obvious gains - such as the protection of political and social rights, improved living conditions of millions of South Africans through new laws, better public services, expansion of economic opportunities and improved living conditions - poverty, inequality and unemployment continue to negatively affect the lives of many people. Recent studies on factors that threaten social cohesion conclude that structural/ socio-economic inequalities (poverty and unemployment) are the number one threat to social cohesion (Report of the Special Committee on Social Cohesion in KwaZulu-Natal, 2015; Report of the Reference Group on Migration and Community Integration in KwaZulu-Natal, 2015, Institute on Race Relations, 2016).

The long-term vision of the Department is to see the Province of KZN as a developed, diverse and socially cohesive community. This is espoused in the National Development Plan (NDP) 2030 on its focus on a sustainable and inclusive development path as it envisions a South African society that will embrace its diversity rather than reify observable differences along the contours of race, class, gender, religion, culture and other social constructions. Such a society will have a common set of values, an inclusive economy, and increased interaction across different social and racial groups, strong leadership across society and a mobilised active and responsible citizenry. To realise this ideal, our Province should be able achieve outcomes of socially transformed society through arts, culture and heritage together with the outcome of transformed, relevant and sustainable language, library and archive services which promote human development.

Statement of intent

The Department plans to unleash the true value of the sport, arts and culture sector, particularly its effects on the socio-economic upliftment of individuals and communities as well as the growth of the Gross Domestic Product (GDP). This requires well-thought through socio-economic transformation programmes and a sustained focus on the realities that is faced as a country.

There is a Provincial drive to intensify efforts to diversify the economy in order to strengthen economic capabilities. Concomitantly, there will be a concerted effort by the Department to reposition sport and arts for rapid growth, as the focal point for sport and arts investment programmes, and thus ensuring a higher participation rate in the economy.

At a high level, the following key factors are acknowledged as shaping the sport, arts and culture sector:

• **Social cohesion and nation building through sport, arts and culture:** The report on "Factors that threaten social cohesion (2015)", indicates that socio-economic issues are the number one threat to social cohesion (high rates of poverty, broadening gap between "haves and have not's" and unemployment, substance abuse, teenage pregnancy, HIV and AIDS, high rates of youth unemployment and crime. This coupled with unhealthy sedentary lifestyles, school dropouts and high drowning incidents goes against the objectives of the NDP of building a healthy nation. As demonstrated above sport and recreation is a tool to achieve economic outcomes but can also assist towards the attainment of educational, social and health outcomes hence the department is partnering with the following sectors: EDTEA, Health, Education, Social Development, Agriculture as well as civil society and the business sector. The visible promotion of cultural diversity, social cohesion, national identity and moral regeneration through the development and resuscitation of community institutions that advance social capital, regular and structured dialogues, Social Cohesion Advocates, the establishment of a Social Cohesion and Moral Regeneration Council, and the development of a Social Cohesion and Moral Regeneration Strategy and Implementation Plan, as well as the lobbying of sectoral partners in support of the social cohesion and moral regeneration drive.

• **Talent Identification and development in growing the economy:** Developing and promoting the talent of athletes and artists should yield monetary value of their talent hence the department will endeavor to develop athletes, clubs and artists as brands and businesses. This will increase their income generation opportunities as well as provide economic opportunities in the communities where they are based and thus give the necessary impetus to grow local economies. The Case for Sport report reveals the vast untapped potential of sport and recreation as a lucrative industry and the significant role it can play at the time of a struggling economy and financial constraints. Just like the creative industries sport and recreation is the opium required to soothe the souls of a nation that carries the burden of the legacy of apartheid, it has the potential to unite people in their fight against the persistent triple challenges unemployment, poverty and inequality. As demonstrated by the Case for Sport Report the sector provides a significant portion of jobs at the time when different sectors of the economy are struggling to create or even maintain jobs.

The rollout of educational programmes targeting the youth, including but not limited to the arts in schools programme, talent identification and development programme, as well as career guidance programmes, the use of the War Room Intervention Packages, including the recruitment of Youth Ambassadors to assist with its implementation.

• **Impact on tourism:** In the last few years prior to the COVID19 pandemic, tourism has surpassed mining in terms of the revenue (in billions) it generates. In essence, tourism is the 'New Gold' for South Africa. Sport, Arts and Culture can leverage on the vibrant creative arts, diverse culture and rich heritage footprint as well as natural heritage (physical landscapes and warm semi-tropical weather) that are responsible for most tourists visiting the Province and come up with attractive packages that also promote sport tourism. This would entitle the sector to share the proceeds generated through the tourism levy.

- **Technology:** Information and communication technology (ICT) in particular has an influence in the growth of the sector. Maximum utilization of social media such as the recently set up YouTube channel will assist a lot towards exposing our athletes and artists, generating value and monetizing sport and recreation

- **Maximizing on existing resources** e.g. community halls, schools and clinics used for sport and recreation activities will mitigate competition for scarce fiscal resources and increase the delivery of services

- **The active pursuit of collaborative partnerships and sponsorships** to expand the delivery of the various arts and culture programmes, including national and international donor funding.

- **Proactively contribute to the prevention of service delivery protests** in the Province through regular customer satisfaction evaluation, monitoring and feedback and effective stakeholder consultations.

- **Promote robust programmes that facilitate multi-linguism** and the implementation of programmes that promote and expand the use of indigenous languages, as well as Sign Language to cater for the deaf and Braille for the blind. The allocation of resources to implement the KZN Use of Official Languages Bill is to be prioritized over the planning period.

- **To improve and standardize the quality of scope of libraries and museums services** by actively pursuing the provincialisation of libraries and museums, as per constitutional mandate and the development of capacity to monitor the effective use of conditional grants provided to municipalities

- **Transformation of the sector** and the enhancement of access to arts and culture services and opportunities through equitable funding and human resource allocations to existing infrastructure and the development of new infrastructure and services in areas of need, including rural communities.

- **To expand access to information and literacy development** through the provision of community libraries, ICT services, reading and writing clubs and early childhood development programmes

1.3.2 Strategic Interventions

The following are the planned key interventions to address the desired outcomes of the department

a. Job Creation

- Provide employment for Legends and unemployed youth as sport and arts assistants in schools and community hubs
- Promote sports and heritage tourism
- Promote local manufacturing of sports equipment and apparel.
- Promote local visual and performing arts

b. Skills Development

- Implement the Provincial Capacity Development Strategy through the provision of training for coaches, technical officials and administrators
- Capacity building and opportunities for artists and performers

c. Academy System

- Accreditation of academies
- Invest in and fast-track the Academy System.
- Investment in high performance and scientific support programmes like the EADP
- The Academy System should be underpinned by the South African Sport- for-Life Model for Long Term Participant Development (LTPD) as it addresses the various stages of development of the athletes.

d. Mass participation

- Ensure that women's sport is well established, receives sufficient financial backing, and gets free and fair media coverage
- Create exposure programmes for talent from all remote parts of our province
- Funding of sport federations and recreation entities. The governance and transformation of sport federations must be prioritized.
- Development of structures to afford access to participation in sport, recreation, arts and cultural activities for all citizens

e. Vulnerable groups and early childhood development

- Invest in young leaders and talented individuals, especially from disadvantaged backgrounds through sport scholarships & ministerial bursaries.
- Invest resources in the development of cognitive and physical aspects of children by providing playing equipment and organizing games in ECD Centres across the Province.
- Provide resources and programmes for the elderly
- Create more opportunities for people with disability to be involved across all levels of sport and genres of art

f. Infrastructure development

- Building decent sport infrastructure that will allow for access and transformation in rural communities
- Provision of community service centres, library and museum infrastructure
- Providing infrastructure for sport and recreation in partnership with municipalities and schools. Municipal Leadership to appropriately utilize the 15% of the Municipal Infrastructure Grant (MIG) ring-fenced for sport and recreation facilities.
- Sustained maintenance of the facilities

g. School Sport

- The revival of school sport which is necessary for promotion of healthy lifestyles, talent identification, sport development and the Academies programme
- Invest in school sport to increase the pipeline of our sporting codes.
- Develop school leagues programmes which will culminate in the National School Sport Championships.

h. Water Safety and Healthy Lifestyle

- Finalize & implement the Healthy Lifestyle and Water Safety Strategies
- Capacitate and skill community water safety champions and learn-to-swim instructors
- Support water safety education as part of Life Orientation in schools

i. Club System

- Promote and support the development of multi-coded, multi-age group community clubs by providing sport infrastructure, skills development, equipment, and attire

j. Ward based intervention package and infrastructure model

- The planned services include a ward intervention package, an infrastructure model, and a ward-local-district service delivery model.

1.4 INTERVENTIONS TO IMPROVE INTERNAL EFFICIENCY TO ACHIEVE THE OUTCOMES

The department has identified a list of internal interventions that are aimed at improving efficiencies in the service delivery environment. These include

- Operation Clean Audit
- Financial management oversight
- Reduction of fruitless, irregular and unauthorised expenditure
- Consequence Management
- Anti-Fraud and Corruption
- Strategic sourcing strategies of SCM

Targeted procurement with special emphasis on Women, PWD, youth, Military Veterans

- Strengthening Risk Management and Internal Control
- Automating and digitising processes
- Improving operational efficiencies
- Enhancing productivity
- Reviewing policies
- Responsive and Integrated planning
- Strengthen and institutionalise M&E systems
- Capacitated Human Resources
- Conduct Skills audit for identifying training needs
- Strengthen asset management
- Strengthen performance management framework
- Institutionalisation of DDM and OSS
- Reengineering of the organisation and service delivery model
- Mainstreaming of programmes to support vulnerable groups

1.5 EXPLANATION OF ENABLERS TO ACHIEVE THE FIVE-YEAR TARGETS

The Department of Sport, Arts and Culture will create an enabling environment for the outcomes to be achieved in two ways. First it would be by creating an administratively conducive environment by reconfiguring Programme One programmes and activities, in support of the institution to achieve the outcomes of MTSF Priorities. Secondly, it will be done through a careful selection of delivery partners to achieve the outcomes.

		Enabling Environment
Priority 1: A Capable, Ethical and Developmental State	Outcome 1: Compliant and transparent governance	Develop an organisational culture and change management system Staff training on ethics Implementation of Audit Outcomes and SDIP Review the Organisational structure to make it possible for the entire department to provide quality services. Adhere to all prescripts, eg payments within 30 days Reduce vacancy rate to 5% Participation in Provincial cluster and Action Work Groups Participation in District Integrated Development Forums Participation in War Rooms Devolve/decentralise appropriate decision making to districts
Priority 2: Economic transformation and job creation;	Outcome 2: Increased economic contribution of the Sport, Arts and Culture sector to address poverty, unemployment and inequality	Create jobs through EPWP and in-service training Employment of local people in construction projects. Targeted procurement in terms of PPPFMA Promote local businesses in the manufacture of sport equipment and attire Promote the local arts Promote Sports and Heritage Tourism
Priority 3: Education, Skills and Health	Outcome 3: Increased participation of communities to develop a creative, active, healthy and winning province	Provision of equipment and attire to hubs, clubs and schools Support of federations and NPO's Implementation of Capacity Building Strategy Implementation of Academy System Provision of infrastructure Implementation of Coaches Framework
Priority 6: Social Cohesion and Safe Communities	Outcome 4: A diverse, socially cohesive and moralistic society with a common identity and national pride	Support artists and performers Provision of museum and archive services Promotion of languages Support for heritage and cultural programmes Provision of library Services Support for programmes against GBV and social ills

Key Risks and Mitigations

There are several risks present at the department at any given time. The table below depicts the schedule of the key risks that have been identified, together with the mitigating factors and control mechanisms in place.

KEY RISK	CATEGORY	CURRENT CONTROLS	PROPOSED MITIGATION /CONTROLS
Funds transferred to entities may not be utilized for intended purposes.	Critical	Close-out reports submitted by entities quarterly. Desktop analysis conducted. Monitoring and Evaluation monitors the performance and targets achieved by entities.	Assist Academies and entities with the development of financial policies and monitor the implementation thereof.
Inadequate funds to roll out sport related activities and to render related services	major	Reprioritization of budget	Lobbying for budget increase with Treasury
Inadequate resources for implementation of ward-based intervention (personnel and financial resources to monitor and implement sport programs/ activities)	major	District sports officers (hub co-ordinators [school sport; healthy lifestyle])	Continuous application for financial assistance
Misappropriation of inventory/ equipment- (they may not be delivered to the intended beneficiaries)	major	Handover certificates; Monthly inventory reconciliations	Strengthen monitoring & reconciliation process; increased ethics awareness
Non- co-operation by stakeholders/community leaders	moderate	Stakeholder engagements	Timeous stakeholder engagements
Possibilities of injuries to Athletes (ambulances/ health insurances)	major	Procure public liability insurance; Provision of health-related services (ambulance, first aid) Legislation (OHS; Safety at Sporting Events)	Re-training of safety officers
Poor implementation of projects	moderate	project plans, project strategies, LOC's, project planning with roles and responsibilities	No further controls required
Late delivery of equipment/ goods & services resulting in goods/services not received in time. (late procurement)	major	APP, Ops Plan, Procurement Plan and Project proposals	Project approval 90 days prior to project
Loss of talented athletes to other provinces- loss of winning in the provinces: CHIYA: NRB	moderate	Sport Scholarships, school Sport Academies, EADP	Intensify Talent ID; Implement High Performance Strategy
Instability/ uncertainty of conditional grant (reduction of services)	major	Ensure compliance with relevant prescripts/grant framework	Compliance with conditional grant prescripts (reporting requirements); Lobby Treasury to continue provision
Talent identification process not spread across the province, thereby creating inability to identify talented athletes	moderate	Federations; talent scouts; coaches	Decentralisation of federations (districts)

KEY RISK	CATEGORY	CURRENT CONTROLS	PROPOSED MITIGATION /CONTROLS
Historically disadvantaged communities may not receive the necessary support in as for as the sport activities are concerned (transformation) inequality.	moderate	Rural Sport Programmes; Club Development Programme	Strengthen Rural Sport Programmes; Promote ward-based intervention programme
Lack of sport infrastructure creates inability to spread different sporting codes throughout the province	major	Infrastructure Plan	Implementation of Infrastructure Plan across all districts
Vandalism of infrastructure.	major	MIG	Monitoring implementation of MIG
Infrastructure not being utilized by the community-fruit less and wasteful expenditure	moderate	Monitoring by Infrastructure unit of department	Co-ordination of activities between municipality, federation and department (ward-based intervention)
Disruptions/ during the events	moderate	Safety at Sporting Events Act	No additional control required
Lack of proper school sport structures resulting in inability to implement and monitor the school sport program effectively	moderate	Grant Evaluation Study conducted; MOA with KZNDOE	Formalization of structures by National Federations
Inadequate facilities to preserve archives		Archival site in place Archives records, procedure manual Archives Regulation Existing storage (Maximum capacity reached) KZN provincial Archives Act Physical security control in place (Durban less effective) Repatriation initiatives Temperature and humidity controls (PMB only) specialised digitisation equipment in place (State of readiness) Filled gaps on identification, collection repatriation and oral history Appropriate ERMDS solution/s (ERM) Upgrade and maintainance of uLundi satellite records and special collection	Establish satellite centre for provincial records and special collection in DBN Establish state of the art provincial repository Regular site visits and monitoring of projects Conduct annual awareness and workshops on IT
Inadequate promotion of multilingualism		Constitution Language Bill implementation plan Provincial language policy Provision of assistance to other institutions in developing their language policies	Promulgation of KZN Language Bill in to an Act Conduct awareness campaigns upon approval of the Act
Non compliance with COVID-19 measures		<ul style="list-style-type: none"> Undertake a risk assessment to give effect to the minimum measures required by the COVID-19 occupational health and safety measures in the workplace directive. Screen any employee at the time they report for work to ascertain whether they have any observable symptoms associated with COVID-19, viz. fever, cough, sore throat, redness of eyes and shortness of breath (or difficulty in breathing). The screening should entail completion and submission of the 	Use one entrance point in all Departmental sites in order to ensure proper sanitisation, pre-screening and registration of entrants (this includes staff) as required. Supply PPE (masks, sanitisers and gloves) to security and reception employees and other qualifying employees, depending on their functions Ensuring that all offices are occupied by occupants in line with the legislation

KEY RISK	CATEGORY	CURRENT CONTROLS	PROPOSED MITIGATION /CONTROLS
		<p>COVID-19 survey. DAC Survey questionnaire was distributed to all staff on the 25th of March 2020 and the body temperature testing.</p> <ul style="list-style-type: none"> Require every worker to report whether they suffer from any of the following additional symptoms: body aches, loss of smell or loss of taste, nausea, vomiting, diarrhea, fatigue, weakness or tiredness. Disinfect all workplace offices prior to resumption of work. 	
Inaccurate reported performance information		Annual assessment of overall performance Quarterly performance reviews APP targets reviewed and confirmed by responsible management Quarterly reviews performance management now part of managemet KRA Review reconciliation and review of POE and reported results	Monitor and validate achievement of APP Targets
Material misstatement in financial statements (Emanating from overstated commitments and irregular expenditure)		Financial management policies and procedures Internal review of financial statements Monthly reconciliations Quarterly financial reporting Segregation of duties Internal control unit to review AFS before approval by CFO	Perform thorough reviews of the AFS and notes to the AFS before submission to AG. Internal Control unit to review AFS before approval by the HOD
Inadequate safeguarding of heritage assets		Airconditioners Alarm system Armed response Burglar bars Minor repairs Security cameras Security gates Security person Security needs assessment conducted Procured environmental controls (fire extinguishers, dehumidifiers, temperature controls) conducted building condition assessment	Establish satellite centre for provincial records and special collection in DBN
Inaccurate and incomplete register / SLIMS system used to record library books		Library books policy in place Procedure manual in place SLIMS system in place Training and workshops on SLIMS system are conducted Procured stocktaking scanners	Conduct annual stocktake on library books Capturing of all newly procured books on time Conduct monthly reconciliations between BAS and SLIMS Reading clubs only to be held at libraries by observing the minimum number of participants to be hosted by a public library. This is also applicable to Art Centres and repository reading rooms



3. Public Entities

Name of Public Entity	Mandate	Outcomes	Current Annual Budget
KZN AMAFA and Research Institute	KZN Amafa and Research Institute is to identify, conserve, protect, manage and administer heritage resources and to conduct both basic and applied research to generate knowledge and contribute solutions to challenges within the field of heritage in The Province.	<ul style="list-style-type: none"> Entity is also anticipating to host five commemorative day celebrations. Monuments Day and Africa Day, both planned for May 2022, a week-long celebration commemorating "Ulundi Remembered" (a commemoration of the Battle of Ulundi) in July 2022, the Heritage Day Celebrations in September 2022 and King Cetshwayo Day in February 2023 Additionally, five "I am the flag" workshops will be hosted at various sites Two heritage functions will also be held to handover heritage sites to the applicants and/or site owners Two heritage and cultural exhibitions are also planned. The first display will be the King Cetshwayo exhibit and the second exhibition, also located at the Umgungundlovu Multi-Media Centre 	R57 515m

PART D:
TECHNICAL
INDICATOR
DESCRIPTION (TID)



Indicator Title	Outcome 1: Compliant and transparent governance • Audit Outcome
Definition	The indicator measures the audit outcome of the annual audit as performed by the external auditors. The audit outcome reflects the level of accuracy of the reported statements and compliance to legislation and prescripts.
Source of data	Audit opinion of the Auditor General (AGSA)
Method of Calculation / Assessment	N/A
Assumptions	No change in the accounting standards over the period
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Clean Audit
Indicator Responsibility	Accounting Officer

Indicator Title	Outcome 1: Compliant and transparent governance • Customer Satisfaction Index
Definition	The Customer satisfaction index measures the rated response of the departmental clients to the level of service received from the department
Source of data	Departmental Customer satisfaction Survey
Method of Calculation / Assessment	Total score achieved over total possible score, declared as a percentage
Assumptions	Sufficient response to attain a meaningful assessment
Disaggregation of Beneficiaries	N/A
Spatial Transformation	All Districts in KZN
Reporting Cycle	Annually
Desired performance	90%
Indicator Responsibility	Policy Planning, Strategy and Research

Indicator Title	Outcome 2: Increased economic contribution of the Sport, Arts and Culture sector to address poverty, unemployment and inequality • Number of contract job opportunities created
Definition	To measure the number of job opportunities created through the employment of youth as healthy lifestyle coordinators, schools sport assistants, schools arts assistants,
Source of data	Stats SA
Method of Calculation / Assessment	Sum the total of youth employed as healthy lifestyle coordinators, schools sport assistants, schools arts assistants
Assumptions	Continued receipt of conditional grants to fund employment
Disaggregation of Beneficiaries	Female 50% Youth 100% PWD 2%
Spatial Transformation	All Districts in KZN
Reporting Cycle	Annually
Desired performance	700
Indicator Responsibility	Programme Managers

Indicator Title	Outcome 3: Increased participation of communities to promote a creative, active, healthy and winning province with a lower incidence of non-communicable diseases <ul style="list-style-type: none"> Percentage increase in active participants in departmental events
Definition	To measure the increase in participation levels of citizens in departmental funded events. These events can be Healthy lifestyle events, club sport programmes, recreation programmes, arts and cultural events to improve the physical and mental health of citizens. Participants exclude spectators.
Source of data	Attendance Registers, team lists, membership registers
Method of Calculation / Assessment	Count each participant per event or programme once
Assumptions	Limited disruptions to programmes such as reduced budgets, or force majeure
Disaggregation of Beneficiaries	Females 50% Youth 80% PWD 2%
Spatial Transformation	All KZN Districts
Reporting Cycle	Monthly, Quarterly, Annually
Desired performance	20% increase
Indicator Responsibility	Programme and sub-programme Managers

Indicator Title	Outcome 4: A diverse, socially cohesive and moralistic society with a common identity and national pride <ul style="list-style-type: none"> Percentage wards participating in social cohesion and moral regeneration programmes
Definition	The measure the participation of communities in programmes that partake in social cohesion and moral regeneration programmes. These programmes may include celebration of national and historical days, commemorative programmes, signature events held, programmes supporting the rights of the vulnerable, including the aged, women, anti-GBVF, PWD,
Source of data	Project and programme close out reports
Method of Calculation / Assessment	Count each ward once and report as a % of all KZN wards
Assumptions	All programmes activities will be recorded at ward level
Disaggregation of Beneficiaries	N/A
Spatial Transformation	All KZN Districts
Reporting Cycle	Annually
Desired performance	25 % of wards (212) in KZN actively participating in arts, culture and heritage programmes
Indicator Responsibility	Programme and sub-programme managers

Annexures

A. District Development Model

eThekweni Metro				
Area of Intervention	Project Description and Budget allocation	Locality	Responsibility	Social Partners
Funding of Libraries	Transfer of operational funding. <ul style="list-style-type: none"> Books ICT Staffing Budget: R88.4 m 	eThekweni metro	Library Services	eThekweni municipality Community Libraries DSAC
Funding of Museums	Transfer of operational funding. <ul style="list-style-type: none"> Local history Museums Art Galleries Natural science 1860 Heritage Centre Phansi Museum Mazisi Kunene Budget: R5.600m 	eThekweni metro	Museum Services	eThekweni municipality Museum Boards
Infrastructure	Building of Sankontshe Modular Library Budget: R3.2m	eThekweni (Hammers dale)	Infrastructure	eThekweni municipality Community Libraries DSAC
	Building of Umbumbulu Library Budget: R16m	eThekweni metro	Infrastructure	eThekweni municipality Community Libraries DSAC
Art Centers	Support to Cultural and creative industries Institutions Budget: R20m	eThekweni metro	Arts Development	<ul style="list-style-type: none"> The Playhouse Co KZN Philharmonic Orchestra Ekhaya Multi Art centre The Bat centre Ewushwini KZN African Film Festival Centre for creative Art Durban School of music

King Cetshwayo District

Area of Intervention	Project Description and Budget allocation	Locality	District Municipality	Responsibility	Social Partners
Funding of Libraries	Transfer of operational funding <ul style="list-style-type: none"> • Books • ICT • Staffing Budget: R51.252m	uMhlathuze	King Cetshwayo	Library Services	uMhlathuze municipality Community Libraries DSAC
Infrastructure	Construction of new Kwa Dlangezwa Library. Budget: R29m	uMhlathuze	King Cetshwayo	Infrastructure	uMhlathuze municipality Community Libraries DSAC
	uThungulu Art centre Upgrade and additions Budget: R25m	uMhlathuze	King Cetshwayo	Infrastructure	uMhlathuze municipality
Funding of museums	Transfer of operational funding eMpangeni museum -Fort Nongqayi Village Budget: R1 096m	uMhlathuze Mlalazi	King Cetshwayo	Museum Services	uMhlathuze Mlalazi municipality Museum Boards
Major Event	Traditional horse-racing programmes supported Budget: R 1 450m	Nkandla	King Cetshwayo		Nkandla Municipality

uMgungundlovu District

Area of Intervention	Project Description and Budget allocation	Locality	District Municipality	Responsibility	Social Partners
Funding of Libraries	Transfer of operational funding R35.352m	uMsunduzi	uMgungundlovu	Library Services	uMsunduzi municipality Community Libraries DSAC
Infrastructure	Construction of the new Imbali Library. Budget: R60m	uMsunduzi	uMgungundlovu	Infrastructure	uMsunduzi municipality
	Construction of the new Richmond Library Budget: R15m	Richmond	uMgungundlovu	Infrastructure	Richmond municipality
	Winston Churchill Art centre Renovations Budget: R20m	uMsunduzi	uMgungundlovu	Infrastructure	uMsunduzi municipality
	Library Head Office renovations Budget: R55m	uMsunduzi	uMgungundlovu	Infrastructure	uMsunduzi municipality DPW
	Construction of new Archives Repository – Head Office Budget: R330m	uMsunduzi	uMgungundlovu	Archives	DPW Treasury
Funding of museums/ House -Project Gateway	Transfer of operational funding: Tatham Art Gallery -Richmond & Byrne District -DCO Matiwane -Baynesfield Museum -Rhode House -Howick Museum -Mpophomeni -Comrades Budget R2 395m	uMsunduzi uMngeni Richmond Mpofana	uMgungundlovu	Museum Services	Msunduzi, Mooi Mofana, uMngeni, Richmond municipalities Museum Boards

Harry Gwala District					
Area of Intervention	Project Description and Budget allocation	Locality	District Municipality	Responsibility	Social Partners
Funding of Libraries	Transfer of operational funding Budget: R8.654m	All	Harry Gwala	Library Services	Greater Kokstad, uMzimkulu, NDZ, uBuhlezewe municipalities Community Libraries DSAC
Infrastructure	Construction of the new Franklin Library. Budget: R16m	Greater Kokstad	Harry Gwala	Infrastructure	Greater Kokstad
	District Fitness Centre Budget: R8 4m	uMzimkhulu	Harry Gwala		
	Combination Court Budget: R400 000	uBuhlebezwe	Harry Gwala		
	Combination Court Budget: R400 000	Dr. NDZ	Harry Gwala		
	Combination Court Budget: R400 000	uMzimkhulu	Harry Gwala		
Museums	Transfer of operational funding to museums /Art Gallery -Himeville -East Griqualand Museum Budget: R721 000	All	Harry Gwala	Museum Services	NDZ, Greater Kokstad Municipalities
Major Events	Summer Cup Traditional Horse Racing programmes supported Budget: R1m	Dr. NDZ	Harry Gwala		



uGu District

Area of Intervention	Project Description and Budget allocation	Locality	District Municipality	Responsibility	Social Partners
Funding of Libraries	Transfer of operational funding Budget R23.562 million	All	uGu	Library Services	uMsunduzi municipality Community Libraries DSAC
Infrastructure	Construction of the new uMzambe Library. Budget: R29m	uMzambe	Ugu	Infrastructure	uMsunduzi municipality
	Transfer of operational funding of museums Maritime Museum & Margate Art Gallery Budget: R407 000	All	Ugu	Museum Services	Ray Nkonyeni Municipality Museum Boards
Youth Development	Empower and develop the cultural understanding of young people and the political heritage Budget: R1m	All	Ugu	Culture Development	Youth Structures

Zululand District

Area of Intervention	Project Description and Budget allocation	Locality	District Municipality	Responsibility	Social Partners
Funding of Libraries	Transfer of operational funding	All	Zululand District	Library Services	municipalities Community Libraries DSAC
Museum Services:	Transfer of operational funding of museums Prince Mangosuthu Museum -Lukas Meijer Museum R659 000	All	Zululand District	Museum Services	Ulundi, Abaqulusi Museums Museum Boards
Imikhosi	Isivivane Budget: R1m	All	Zululand	Culture Development	
	Reed Dance Budget: R13m	All	Zululand	Culture Development	
	Umkhosi Woselwa Budget: 1.7m	All	Zululand	Culture Development	
	Umkhosi Wamaganu R450 000	All	Zululand	Culture Development	
Support to Art centre and Culture Institutions	Indonsa Art Centre Budget: R1m	Ulundi	Zululand	Arts Development	Municipalities Artist



Amajuba District					
Area of Intervention	Project Description and Budget allocation	Locality	District Municipality	Responsibility	Social Partners
Funding of Libraries	Transfer of operational funding Budget R10.888m		AmaJuba	Library Services	municipalities Community Libraries DSAC
KwaMdakane Library	Construction of the new KwaMdakane Library. Budget: R36m	Danhauser	AmaJuba	Infrastructure	Danhauser Municipality
Funding of museums/ Art Gallery -Fort Amiel -Carnegie Art Gallery -Old Parsonage Museum	Transfer of operational funding to museums Budget: R788 000	All	AmaJuba	Museum Services Culture Development	

uThukela District					
Area of Intervention	Project Description and Budget allocation	Locality	District Municipality	Responsibility	Social Partners
Funding of Libraries	Transfer of operational funding Budget: R15.252m	All	uThukela		
Funding of museums/ Art Gallery -Winterton Museum -Fort Dunford Museum -Weenen Museum	Transfer of operational funding to museums Budget: R833 000	All	uThukela		

uMkhanyakude District

Area of Intervention	Project Description and Budget allocation	Locality	District Municipality	Responsibility	Social Partners
Funding of Libraries	Transfer of operational funding Budget: R15 639m	All	uMkhanyakude	Library Services	Municipalities Community Libraries DSAC
Major Event	Jozini SALGA Games Budget: R1m	Jozini	uMkhanyakude		
	uMhlabuyalingana SALGA Games Budget: R1 380m	uMhlabuyalingana	uMkhanyakude		
	Mayoral Cup R1.5m	Jozini	uMkhanyakude		
	Jozini Sports Awards Budget: R1.5m	Jozini	uMkhanyakude		

iLembe District

Area of Intervention	Project Description and Budget allocation	Locality	District Municipality	Responsibility	Social Partners
Funding of Libraries	Transfer of operational funding Budget: R13.126m	All	iLembe		municipalities Community Libraries DSAC
Funding of museums/ Art Gallery -KwaDukuza Museum	Transfer of operational funding to museums Budget: R3.202m	All	iLembe	AmaJuba	Dannhauser Municipality
Imikhosi	Umkhosi WeLembe Budget: R4m	KwaDukuza	iLembe		

uMzinyathi District

Area of Intervention	Project Description and Budget allocation	Locality	District Municipality	Responsibility	Social Partners
Funding of Libraries Infrastructure	Transfer of operational funding Budget: R11.055m	All	uMzinyathi	Library Services	municipalities Community Libraries DSAC
	Construction of the new Nquthu Library. Budget: R29m	Nquthu	uMzinyathi	Infrastructure	Nquthu municipality
	Construction of new Hlanzeni Library Budget R16m	uMvoti	uMzinyathi	Infrastructure	uMvoti municipality
	Construction of Cwaka new Library Budget R26m	Msinga	uMzinyathi	Infrastructure	Msinga municipality
	Construction of new Ofabeni Library Budget: R16m	Msinga	uMzinyathi	Infrastructure	Msinga
Imikhosi	uMkhosi Isandlwana Budget: R4m	Nquthu	uMzinyathi	Culture Development	



Published by the
KZN Department of Sport, Arts and Culture

Heritage House

222 Jabu Ndlovu Street
Pietermaritzburg, 3201

Tel: +27 33 342 6300 / 264 3400

Fax: +27 33 3421645

Sport House

135 Pietermaritz Street
Pietermaritzburg, 3201

Tel: +27 33 342 6300

