Province of the
EASTERN CAPE
SPORT, RECREATION,
ARTS & CULTURE

ECPACC

EASTERN CAPE PROVINCIAL
ARTS & CULTURE COUNCIL

STRATEGIC PLAN
2025-2030

Province of the
EASTERN CAPE
SPORT, RECREATION,
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EASTERN CAPE PROVINCIAL
ARTS & CULTURE COUNCIL

STRATEGIC PLAN 2025-2030

CONTENTS

ABBREVIATIONS

APP	Annual Peformance Plan
CCI	Cultural And Creative Industry
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DEDEAT	Department Of Economic Development Environment And Tourism
DPME	Department Of Planning, Monitoring And Evaluation
ECDC	Eastern Cape Development Corporation
ECPACC	Eastern Cape Provincial Arts And Culture Council
ECDEET	Eastern Cape Disability Empowerment Trust
ECDSRAC	Department Of Sport Recreation Arts And Culture
IYM	In Year Monitoring
KPA	Key Peformnce Area
MEC	Member Of Executive Council
MTDP	Medium Term Development Plan
MTEF	Medium Term Expenditure Framework
NAC	National Arts Council
NT	National Treasury
OTP	Office Of The Premier
PFMA	Public Finance Management Act
PPP	Public Private Partnership
SACO	South African Cultural Observatory
SONA	State Of The Nation Address
SOPA	State Of The Province Address
SP	Strategic Plan

THE EXECUTIVE AUTHORITY STATEMENT

The ECPACC Strategic Plan for 2025-2030 is hereby submitted in accordance with the guidelines issued by the Eastern Cape's Office of the Premier and the revised guidelines for the development of the 2025-2030 Strategic Plans and 2025/26 Annual Performance Plans issued by the Department of Planning, Monitoring and Evaluation (DPME). This Strategic Plan has been developed to align and take forward the goals of the 7th administration of government. Accordingly, it serves to clarify and sharpen the entity's own contribution to the prioritized tasks of the 7th administration. It crystalizes a number of solutions to the many challenges faced by the arts community in the province. In particular, it focuses on how we can improve funding access, and how we can improve market exposure to the many skilfully crafted products of our crafters.

Through ECPACC, we are going to do everything we can to ensure that support to artists is deepened and rendered meaningful, and this strategy reflects that intent. Our responsibility as the department is to preserve our culture and to ensure that our history is told from our perspective, and ECPACC is a significant part of this objective, especially through its film development mandate. In this Strategic Plan we are advancing further on this goal by also including an element of broadcasting support for artists.

Our intention is also to significantly improve funding norms in order to enable even more deserving artists to take full advantage of opportunities offered by ECPACC, especially artists in rural areas, and those who are skilled but are unable to read and write. This strategy lays the basis for the establishment of capacity support mechanisms for these artists.

As the department, we are therefore pleased to present ECPACC's Strategic Plan for the years 2025-2030, which outlines government priorities and the strategic direction that the entity will embark on in the coming years.

	31 March 2025
MS. SIBULELE NGONGO **Member Of Executive Council** **Eastern Cape Department of Sport, Recreation, Arts And Culture**	**DATE**

THE ACCOUNTING AUTHORITY'S STATEMENT

On behalf of Council, it is my pleasure to present the Strategic Plan of the Eastern Provincial Arts & Culture Council for the period 2025 - 2030. I am particularly happy that ECPACC has, after a sustained period of intervention, which focused on rebuilding institutional capacity and redefining its mandate, emerged strong and ready to implement the tasks contained in this Strategic Plan. As an entity whose mission is to support the struggling artists of the Province, ECPACC has designed a strategic plan which addresses the core needs of artists, especially in the area's crafts, audio and visual arts, music, as well as film development.

Accordingly, this Strategic Plan supports the policy positions articulated in the President`s State of the Nation Address (SONA) and the Premier`s State of the Province Address (SOPA), and is aligned with the Integrated Provincial Priority areas as defined by the Office of the Premier, including Inclusive economic growth, Youth development, as well as skills development & training for the economy.

Of course, the entity continues to operate under difficult circumstances, mainly due to inadequate financial and human resources. However, notwithstanding the difficult conditions, the entity has managed to deliver on its mandate, in a clean and financially prudent manner. On behalf of the Council, we commit ourselves to continue to strengthen governance, provide leadership and strategic direction to the entity as well as embark on a rigorous resource mobilization drive in order to develop a diverse income base for ECPACC. Through this strategy, we intend to position ECPACC at the center of facilitating a vibrant cultural and creative industry that espouses socio-economic development objectives.

Phumzile G Zitumane **Council Chairperson** **Eastern Cape Provincial Arts And Culture Council**	31 March 2025 **Date**

THE CHIEF EXECUTIVE OFFICER'S STATEMENT

As management of ECPACC, we are pleased to present the entity's Strategic Plan for the period 2025 - 2030. The plan has been developed in line with the requirements of the Framework for Strategic and Annual Performance Planning, as well as the Treasury Regulations which inter alia prescribe that the strategic plan must:

a) Cover a period of five years.
b) Include objectives and outcomes as identified by the executive authority.
c) Include multi-year projections of revenue and expenditure.
d) Include key performance measures and indicators for assessing the public entity's performance in delivering the desired outcomes and objectives.
e) Include the materiality/significant framework, referred to in Treasury Regulation 28.3.1.
f) Be updated annually on a rolling basis; and
g) Form the basis for the annual reports of accounting authorities in terms of section 55 of the Act.

The formulation of the strategic plan commenced during the second quarter of the 2024/25 financial year, with active participation of stakeholders at strategic planning sessions of both the entity as well as of the Department of Sport, Recreation, Arts and Culture, in September and October 2024 respectively. The entity's strategic planning session was held on 4-6 September 2024, with the aim of:

a) Analyzing the priorities of the 7th Administration insofar as they relate to ECPACC.
b) Facilitating the implementation of the ECPACC White Paper and reviewed legislation
c) Analyzing gaps and identifying strategic shifts that are necessary to modify the current strategy for ECPACC to effectively respond to emergent government priorities.
d) Outlining key focus areas and priorities for the 2025/26 performance plans in view of the new reality.
e) Prioritizing key projects and programmed for implementation in 2025/26 financial year, in line with available resource allocations.
f) Revising the strategic and operational risks that may hinder the execution of the strategy.

ECPACC acknowledges that the strategic plan alone is not adequate to resource the entity and improve the plight of the creative industry. To this end, ECPACC is going to establish appropriate institutional mechanisms to ensure that the strategy is effectively implemented. Furthermore, the strategic plan will form the basis for the development of an Annual Performance Plan (APP) that focuses on how the entity will meet its performance objectives.

31 March 2025

Monde Nkasawe
Chief Executive Officer
Eastern Cape Provincial Arts And Culture Council

Date

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan for 2025 - 2030:

- Was developed by the management of the Eastern Cape Provincial Arts and Culture Council (ECPACC) under the guidance of the Council, Department of Sport, Recreation, Arts and Culture (DSRAC) and the MEC for DSRAC.
- Considers all the relevant policies, legislation and other mandates for which the Eastern Cape Provincial Arts & Culture Council is responsible.
- Accurately reflects the Impact and Outcomes which the Eastern Cape Provincial Arts & Culture Council will endeavour to achieve over the 5-year period under consideration.

Mr. S.B. Mtintso **Chief Financial Officer**	31 March 2025 **Date**
Mr. M. Nkasawe **Chief Executive Officer**	31 March 2025 **Date**
Mr. P. Zitumane **Chairperson of Council**	31 March 2025 **Date**
Approved by: **Ms. S. Ngongo: MECfor DSRAC**	31 March 2025 **Date**

PART A

OUR MANDATE

Province of the EASTERN CAPE
SPORT, RECREATION, ARTS & CULTURE

ECPACC
EASTERN CAPE PROVINCIAL ARTS & CULTURE COUNCIL

PART A
OUR MANDATE

1.1. Constitutional Mandate

The constitutional mandate of the Eastern Cape Provincial Arts and Cultural Council (ECPACC) emanates from four (4) Sections of the Constitution of the Republic of South Africa (Act 108 of 1996).

These sections include:

- Section 16(1): which pertains to freedom of expression and artistic creativity;
- Section 30: which pertains to language and cultural rights;
- Section 31: which pertains to the rights of cultural, religious and linguistic communities; and
- Section 195: which pertains to the basic values and principles governing public administration.

1.2. Legislative and Policy Mandates

The Eastern Cape Provincial Arts and Culture Council was established by means of the Eastern Cape Provincial Arts and Culture Council Act, Act No. 6 of 2000 (EC). It is a Schedule 3C public entity of the Department of Sport, Recreation, Arts and Culture.

ECPACC is entrusted with the responsibility of fostering the arts and promoting the culture of the Eastern Cape, to allow for the expression of the unique identity of the province and enable its artists to realise their potential through their expression of the arts to build an improved quality of life for themselves and their communities.

Accordingly, the main legislative and policy frameworks that guide ECPACC's mandate includes:

National and Provincial legislation	Implications for ECPACC
Public Finance Management Act No 1 of 1999	The act sets out procedures for efficient and effective management of revenue, expenditure, assets and liabilities. It further makes provisions for the promotion of good corporate governance.
Public Service Amendment Act No Act 30 of 2007	The Act makes provision for the organization and administration of the Department, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and related matters.
Division of Revenue Act	The Department receives conditional grants in terms of the Division of Revenue Act (DoRA) and is responsible for the management of these funds, including the annual allocation and transfer to ECPACC.
The Cultural Promotion Act 35, 1983	The Department is responsible for meeting the National norms and standards set in the legislation.

National and Provincial legislation	Implications for ECPACC
National Arts Council Act No 56, 1997	The Department is responsible for the nomination of an Eastern Cape provincial representative to serve in the National Arts Council, and that is mostly the Chairperson of the Provincial Arts Council.
National Heritage Council Act 11, 1999	The Department is responsible for the nomination of an Eastern Cape provincial representative to serve on the National Heritage Council (NHC), and for coordinating activities related to funding and projects that the NHC is conducting in the Eastern Cape through its entity, ECPACC.
National Heritage Resources Act 25, 1999	The ECPACC Act provides for the support and promotion of arts, culture and heritage and the promotion of the unique identity of the province.
National White Paper on Arts, Culture and Heritage (1996)	The policy paper provides a national framework for the preservation, promotion and advancement of arts, culture and heritage in all nine provinces for policy
National Film and Video Foundation Act (Act No. 73 of 1997)	The act establishes the National Film and Video Foundation, a public entity of the National Department of Arts and Culture that is responsible for the promotion of the audio-visual sector. As ECPACC was given the mandate to establish a Film Office, collaborating with NFVF is encouraged for the promotion of the film and television industry in the Eastern Cape Province towards the packaging and telling of local legendary stories through the medium of film.
Eastern Cape Use of Official Languages Act 2016	Meant to regulate and monitor the use of official languages in terms of Section 6(3) and (4) of the Constitution.
Eastern Cape Provincial Library and information services Act No 6 of 2003	This is the provincial Act that regulates the rendering of library services. ECPACC provides funding support to language and literature practitioners, whose products would be sold to the provincial libraries.
Eastern Cape Provincial Heritage Resources Act, 2000	Establishes the Eastern Cape Provincial Heritage Resources Agency (ECPHRA) and its Council to co-ordinate and promote the management of heritage resources at provincial level. It further introduces an integrated system for the identification, assessment and management of the heritage resources of the Eastern Cape Province.
Cultural Institutions Act 119 of 1998, as amended	This Act provides for the payment of subsidies to certain cultural institutions. It also provides for the establishment of certain institutions as declared cultural institutions under the control of Councils.

1.3. Institutional Planned Policy Initiatives

The following are the most important policies and strategies that ECPACC plans to continue or initiate in the planning period:

Policy/Legislation	Impact on the delivery of services
Review of the ECPACC Act	• Revise founding legislation (ECPACC Act). • Align planning with other institutions with similar functions in the province. • Measure the impact through monitoring and evaluation. • The review is undertaken to align the ECPACC Act with the Public Finance Management Act, as well as to focus the mandate of ECPACC to be in line with the Department's objective of leveraging on creative industries to be a significant contributor to economic development. This is coordinated by both the department (DSRAC) and ECPACC. • The ECPACC mandate will be aligned to the reviewed Act as soon as the reviewed Act is promulgated. • The draft White paper has already been finalized and issued.
Stakeholder Management Strategy and Communication Policy	• The entity will review its branding and communication management strategy which will assist to improve the perceptive value and stakeholder relations.
Film and Video Policy	Implementation of the policy which seeks to: ▪ Render to support and maintain the work of the Eastern Cape Film Office; ▪ Provide support through nurturing and development of both emerging and established film makers in the Eastern Cape; ▪ Contribute towards the development of film induced tourism; and ▪ Promote the development of film by-laws in municipalities throughout the Eastern Cape. ▪ To ensure the policy details the process to be followed in respect of ad-hoc funding requests. ▪ Policy to be cross referenced to the Fundraising Strategy on key fundraising initiatives to be implemented to make available more funding to meet the growing demand for funding in order to make a meaningful impact in the development of film in the province. ▪ To emphasize the importance of reporting and implications for failure to report on utilization of funding provided. ▪ Clearly set out the monitoring and evaluation processes to be applied to monitor funding utilization.
Review Funding Policy	The policy/framework would seek to: ▪ Revise funding policy to simplify the application process. ▪ Influence and support the revision of sector plans. ▪ To update regulations, technology, and management of best practices in processing funding to the industry. ▪ To ensure consistency and effectiveness. ▪ To ensure the policy details the process to be followed in respect of ad-hoc funding requests. ▪ Policy to be cross referenced to the Fundraising Strategy on key fundraising initiatives to be implemented to make available more funding to meet the growing demand for funding. ▪ To emphasize the importance of reporting and implications for failure to report on utilization of funding provided. ▪ Clearly set out the monitoring and evaluation processes to be applied to monitor funding utilization.

Policy/Legislation	Impact on the delivery of services
Human Resources Management Policies	▪ **To improve efficiency and accountability and ensure compliance by all parties according to the Basic Conditions of Employment Act, 1997** ("the Act") that is the current employment law governing an employer's duties and obligations to most workers in the country.
Financial and Supply Chain Management policies	▪ Align with all relevant laws and regulations. ▪ Improve efficiency and accountability and ensure compliance by all parties in terms of section 38(1)(j)(k) of the Public Finance Management Act, Act 1 of 1999 as amended.
ICT Strategic Plan and ICT Governance Framework	▪ Develop the ICT Strategic Plan and ICT Governance Framework that will govern the ICT environment of the entity.

1.4. Relevant Court Rulings

Not applicable

PART B

OUR STRATEGIC FOCUS

EASTERN CAPE PROVINCIAL
ARTS & CULTURE COUNCIL

PART B:
OUR STRATEGIC FOCUS

2.1. Mission, Vision and Values

VISSION

A globally competitive cultural and creative economy underpinned by the principles of social cohesion and influenced by the rich culture and heritage of the Eastern Cape Province.

MISSION

Developing, preserving, and promoting arts, culture and heritage and facilitate growth and excellence through the provision of high impact support services to the creative and cultural sectors of the Eastern Cape Province.

VALUES

The values that underpin the vision and mission of ECPACC include:

Value	Description
Integrity	We strive to remain consistent, trustworthy and demonstrate respect and commitment in our intentions by setting an example of true professionalism and ethical propriety in our dealings.
Transparency	We undertake to embrace openness and transparency in conducting our business, through honest and meaningful consultation with stakeholders and communication of reliable information.
Responsive	We will seek to find innovative solutions and with the aim of improving efficiency and effectiveness, by timeously responding to fast-changing needs with limited resources.
Transformative	We will prioritize support to previously disadvantaged individuals and groups, as well as marginalized ethnic communities,
Resilience	We will be flexible and supple in delivering services to the sector

2.2 Governance and Administration

In accordance with international best practice, and as outlined in the ECPACC Act, ECPACC reports to the Council that is appointed by the Department of Sport, Recreation, Arts and Culture. The Council is aided in the discharge of its duties through a range of committees, that exercise administrative and financial oversight.

The Council and its sub-committees hold regular meetings to ensure that these important structures meet their objectives as outlined in the various charters. These guardians of public and institutional trust are the bastion that has ensured that the ECPACC has achieved a clean external audit opinion.

In providing oversight and leadership, the Council and its sub-committees have maintained unstinting independence and foresight in setting strategies and policies for the organization, and in supporting the efforts to render services to the sector.

Together with the Audit and Risk Committee the Council is central in safeguarding the assets of the institution as well as developing and monitoring adequate and effective systems and control processes. The preparation of annual financial statements in compliance with all applicable legal and regulatory requirements and accounting standards, is yet another key function of the Council.

The Council committees include:

Strategy committee	Human resources and ethics committee	Finance and fundraising committee	Audit & risk committee

The CEO is aided by executives, who in turn lead managers whose portfolios mirror the conventional corporate milieu.

At the heart of the mandate of the ECPACC is the consciousness to conduct our work with integrity, diligence and foresight as espoused in our statement of values.

2.3 Strategic objectives

The following are the strategic outcomes-oriented goals of ECPACC over the 5-year period:

- A properly re-engineered, well governed and financially viable entity that is resilient and capable of executing the mandate.
- Transformation of the sector through the empowerment of indigenous, previously disadvantaged and marginalized groups or individuals.
- A new breed of innovative and self-sufficient creative entrepreneurs and craft industrialists.
- A province-wide promotion of arts and culture supported to create strong and cohesive values.

2.4 Situational Analysis

2.4.1 External Situational Analysis

The external environmental analysis has been informed by PESTEL model, which focusses on six strategic factors, which in their individual and collective capacities shape both the strategic and operating environments. All these factors are drivers of change. How they interact with each other, and how the state responds to them will to a large extent determine the contextual environment for ECPACC and the province in the coming years.

Political factors

The political landscape shaping the operations of the Eastern Cape Provincial Arts and Culture Council has undergone significant transformation following the 2024 national and provincial elections. These elections marked a watershed moment in South Africa's democratic history, resulting in a fundamental shift in governance structures both nationally and provincially.

The 2024 South African elections marked a historic shift in the country's political landscape, with the ANC's vote share falling below 50% for the first time since 1994. This decline, driven by public dissatisfaction with issues like corruption and unemployment, led to the formation of a Government of National Unity (GNU). These changes have significant implications for the ECPACC's operations and mandate.

The formation of the GNU has reshaped governmental priorities, emphasizing national unity, economic recovery, and improved service delivery. For ECPACC, this translates to an enhanced focus on utilising film and cultural activities as tools for social cohesion.

The entity must adapt its strategies to align with these new political realities while effectively delivering on its core mandate of promoting arts and culture in the province.

Economic

The Eastern Cape faces notable economic challenges that significantly affect the ECPACC's operations. The province continues to struggle with the highest unemployment rate in the country, though showing a slight improvement from the 42.9% reported in Q3 2023 yet remaining well above the national average of 31.5%. This high unemployment rate substantially impacts public participation in cultural and creative events, creating increased demand for accessible, low-cost arts and cultural activities.

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

At the national level, South Africa's economy shows signs of gradual improvement, with a GDP growth rate of 1.6% in 2024 and projected growth of 2.0% for 2025. This economic progress, though moderate, may lead to more favourable budget allocations for provincial entities. Additionally, inflation has shown signs of moderation, with the CPI decreasing to 4.8% in 2024 from 5.4% in 2023, potentially reducing operational cost pressures on the entity. Despite these modest improvements in economic indicators, ECPACC must continue to navigate a challenging economic environment.

The South African economy contracted by 0.1% in 2024Q1, following an expansion of 0.3% in the previous quarter. Growth is lower than the projected IMF rate of 0.9% for 2024. On a year-on-year basis, national GDP decreased by 0.7 of a percentage point from 0.6% in 2023Q1 as reflected in figure1.

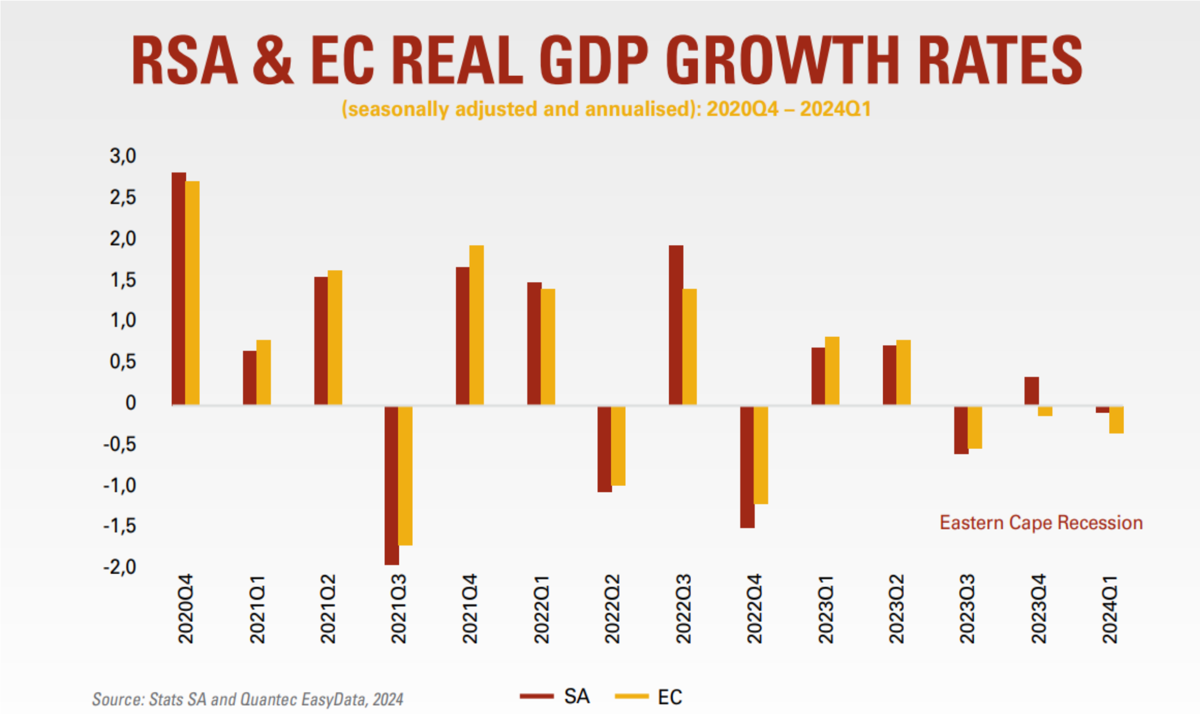


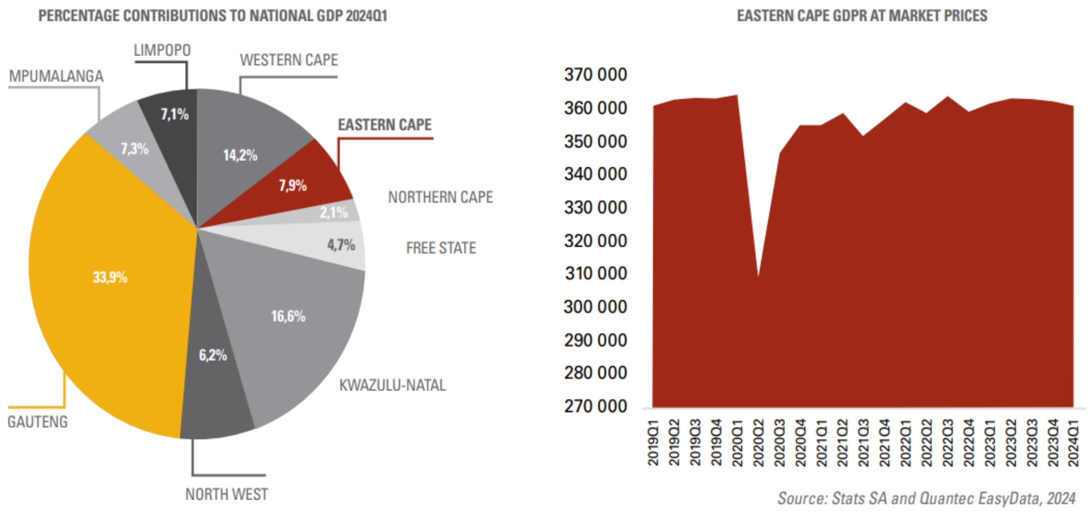
Figure1: RSA and EC Real GDP growth rates (seasonally adjusted and annualised): 2019Q1 – 2024Q1

The Eastern Cape economy contracted for the third consecutive quarter, entering into a recession in the first quarter of 2024. The provincial economy declined by 0.3% in 2024Q1, following a 0.1% and 0.3% contraction in 2023Q4 and 2023Q3, respectively. The only positive contributors to provincial GDP growth in the first quarter were agriculture and electricity industries.

In rand values, Figure 2 shows how the Eastern Cape GDP (at market prices) decreased from R368.8 billion in 2023Q4 to R366.9 billion in 2024Q1. Compared with other provinces, the Eastern Cape contributed 7.9% towards national GDP. The largest contributors to national GDP growth in the first quarter of 2024 were Gauteng (33.9%), KwaZulu-Natal (16.6%), and Western Cape (14.2%).

EASTERN CAPE GDP

Figure 3: GDP: Seasonally adjusted at constant 2015 prices (% share and R million)



Source: Stats SA and Quantec EasyData, 2024

In rand values, Figure 3 shows how the Eastern Cape GDP (at market prices) decreased from R368.8 billion in 2023Q4 to R366.9 billion in 2024Q1. Compared with other provinces, the Eastern Cape contributed 7.9% towards national GDP. The largest contributors to national GDP growth in the first quarter of 2024 were Gauteng (33.9%), KwaZulu-Natal (16.6%), and Western Cape (14.2%).

Figure 2: GDP: Seasonally adjusted at constant 2015 prices (% share and R million)

NMB UNEMPLOYMENT RATE DECREASED IN 2024Q1

Official Unemployment Rates (%)

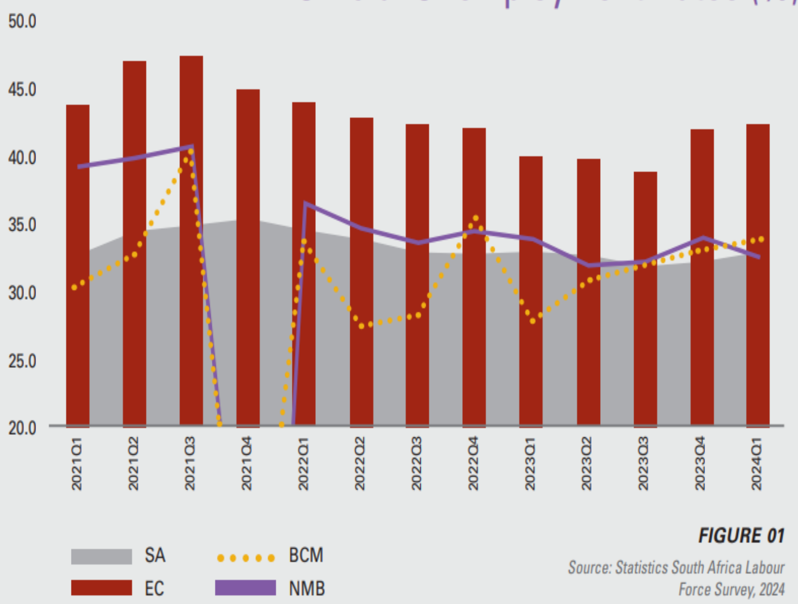


FIGURE 01

Source: Statistics South Africa Labour Force Survey, 2024

The official unemployment rate for South Africa increased to 32.9% in 2024Q1. However, this rate is 0.6 of a percentage point lower than the 33.5% unemployment rate forecasted by the International Monetary Fund for 2024.

The provincial unemployment rate stood at 42.4% in 2024Q1, reaching the 2022Q3 levels. At the sub-provincial level, the unemployment rate increased in Buffalo City Metropolitan Municipality (BCM) by 0.8 of a percentage point to 33.8% in 2024Q1. Meanwhile, the Nelson Mandela Bay (NMB) recorded a decline of 1.5 percentage points in the same quarter.

Figure 3: Official Unemployment rates

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

The cultural and creative industries play a vital role in the lives of our communities. We all benefit from inspirational and creative activities that transform ideas and materials into new ways of seeing and experiencing the world. These industries share stories, knowledge and traditions and shape who we are as a province and as a community. We also benefit from the contributions this sector provides to our economy, the employment opportunities it offers and the broadened career paths it presents for our next generations. These industries empower rural and traditionally underrepresented communities and provide opportunities to generate income and share perspectives. They also spark business innovation and positively impact tourism.

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

Social factors

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

The province's rural character persists, though there are signs of gradual urbanisation. As of 2024, approximately 58% of the population lives in rural areas, a slight decrease from the 60% reported in previous years (Eastern Cape Development Indicators Report, 2024.) This shift, while small, suggests a slow but steady migration towards urban centres, potentially driven by the search for economic opportunities. The gradual urbanisation trend introduces new considerations for cultural preservation and program delivery. As more people move to urban areas, there is an increasing need for initiatives that help preserve rural cultural traditions and promote intergenerational activities. This demographic shift also emphasizes the importance of developing programmes that foster social cohesion and maintain a shared provincial identity across the rural-urban divide.

These demographic realities require the entity to maintain a balanced and flexible approach in its service delivery. The strategy must address the needs of both the substantial youth population and rural communities while adapting to gradual shifts in population distribution. Success will depend on the entity's ability to implement innovative, cost-effective solutions that bridge service delivery gaps and promote inclusive participation in arts and cultural activities across all demographic groups.
A range of different factors are responsible for the under-representation of different groups, and it is important that the sector understands the breadth of causes in designing solutions.

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

Technological factors

The Eastern Cape faces a significant digital divide, as evidenced by internet penetration statistics showing only 61.3% coverage in the province, which falls below the national average of 68.2%. This technological gap creates challenges for digital engagement and service delivery in the arts and culture sector.
The Fourth Industrial Revolution (4IR) a new era of economic disruption with noticeable socio-economic consequences for South Africa. The growing use of new technologies such as artificial intelligence, cloud computing, robotics, advanced wireless technologies present endless opportunities for transformation which has a potential to address the socio-economic challenges. The real opportunity is to look beyond technology and find ways to give the greatest number of people the ability to positively impact in social cohesion programmes.

People in the province tend to prefer modern technological alternatives over traditional resources. The use of digital or electronic sources for information has become a norm at our facilities. The use and popularity of online services has had material impact on some traditional services.

Environmental factors

Environmental considerations are increasingly important for the entity. The Eastern Cape experienced severe drought conditions between 2015 and 2020, impacting negatively on arts and culture initiatives. Climate change projections suggest that the Eastern Cape could face a 1.5°C to 3°C increase in average temperatures by 2050, potentially affecting outdoor arts and cultural events.

Legal Factors

The Eastern Cape Provincial Arts and Culture Council operates within a multifaceted legal framework that significantly shapes its operations and effectiveness. The entity has demonstrated notable progress in financial compliance, achieving 100% compliance with the Public Finance Management Act (PFMA) in 2023-24, and this was evidenced by the achievement of a clean audit outcome in the 2023-24 financial year.

This improvement reflects strengthened governance and accountability measures within the organisation. The entity needs to implement a comprehensive legal compliance strategy incorporating regular monitoring of regulatory changes, staff training, internal audits, and risk management. This should be complemented by a robust monitoring and evaluation system and enhanced stakeholder engagement. The establishment of MOUs with various stakeholders remains crucial, while considering legal requirements.

2.4.2 Internal Situational Analysis.

The internal strategic and operating environment facing ECPACC is directly impacted by the fiscal situation described above. In this regard, the reduction in the fiscus has resulted in a reduction in available funding to ECPACC. This in turn has reduced ECPACC's ability to support sustainable growth opportunities within the cultural and creative economy, resulting in a situation where the levels of social and economic vulnerability of creative practitioners have increased. This in turn further increased the demand for support in the face of reduced levels of available resources.
The increase in demand and reduction in funding has therefore negatively impacted the going-concern status of ECPACC.

Additionally, the organization has limited capacity to engage in an effective and efficient manner with the emerging cultural and creative economy. Limited capacity, in combination with limited resources, has resulted in a situation where the efficiency of the organization has been reduced to levels where it cannot fulfil its legislative requirements of allocating 25% of its budget to operations, whilst ensuring that 75% of its budget is allocated to beneficiaries.

This situation has been exacerbated by the perception that ECPACC is duplicating some functions of the Department of Sport Recreation Arts and Culture (DSRAC). Thus, further reducing the potential of additional resource allocation and funding.

As the cultural and creative economy is a relatively new and emerging concept within the South African public sector strategic environment, there appears to be lack of consolidated provincial strategies to fully optimize and unlock the benefits located in the cultural and creative economy. This has created a strategic vacuum where specialized support is not being provided across the full spectrum of cultural and creative sectors.

Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis). A summary of the ECPACC's strengths, weaknesses, opportunities, and threats is outlined below:

Strengths ("Internal")	Weaknesses ("Internal")
• Wholly owned entity of DSRAC. • Accountability & oversight stability at Council level. • Prudency in accounting processes & systems which enable the achievement of a clean audit opinion. • Deployment of sufficiently qualified professionals in Council and its committees. • Personnel that have sufficient industry expertise and experience.	• Perceptions of duplication of tasks with DSRAC. • Vacancies at management level ("3 vacancies"), finance ("10 vacancies"), corporate services ("10 vacancies"), and core services ("19 vacancies"). • No electronic grant management system. • Inability to allocate 75% of total budget to the sector due to insufficient funding. • No alignment with the National Craft Sector development policies and strategies
Opportunities ("External")	**Threats ("External")**
• Amendment of the ECPACC Act for better positioning of ECPACC. • Amendments to the act to enable ECPACC to raise funds externally from institutions such as National Lottery & others. • Collaborations with high learning institutions and the NGO sector to improve artists & product owners. • Collaborations with local municipalities and community radio stations to disseminate sector specific information such as funding. • Collaboration with entities such as SEDA to assist artists comply with funding requirements. • Collaborations with like-minded entities such as NAC to expand the funding pool for artists.	• Poor culture of film viewing in the Eastern Cape • No coordination of film development sites with local authorities. • No funding for film development. • Threatened going-concern status because of fiscal constraints. • Poor access by production companies to film locations in the province • Competition with foreign craft products • No Streamlining of activities in the sector. • Inability of artists to comply with funding norms. • Poor access to funding information by artists living in the rural areas.

Strategic Response

In response to the challenges in both the internal and external operating environments, the ECPACC has developed an integrated strategic response, which is summarised below.

At its core the strategy will produce four strategic outcomes, which include:

- A new breed of innovative and self -sufficient Creative Entrepreneurs developed through province wide talent cultivation, identification and development.
- Transformation of the sector through the empowerment of indigenous, Previously Disadvantaged and marginalised groups or individuals.
- A properly re-engineered, well governed and well- resourced entity that is resilient and capable of executing its mandate.
- A province-wide promotion of arts and culture supported to create strong and cohesive values.

In order to achieve the above-mentioned strategic outcomes, the ECPACC will embark on the following strategic approach:

- Rendering high impact and creative entrepreneurship and product development support to all arts forms for the benefit of the creatives across the creative cultural industries.
- Distribution of a significant amount of funding to beneficiaries giving priority to previously Disadvantaged Individuals (PDIs) and marginalised groups or individuals.
- Improvement of organisational effectiveness and efficiency through the deployment/ improvement of the necessary resources and internal controls. This will include the improvement in human capital, implementation of relevant systems and implementation of effective funding strategies to improve financial resources of the entity.
- Implementation of arts for social change and decoloniality programmes.

The measurement of the strategic performance is discussed in the next section.

PART C

MEASURING OUR PERFORMANCE

Province of the
EASTERN CAPE
SPORT, RECREATION, ARTS & CULTURE

ECPACC

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PART C
MEASURING OUR PERFORMANCE

3.1. Institutional Performance Information.

This section defines how the ECPACC intends to measure, manage and achieve its strategic outcomes and its performance.

ECPACC Key Performance Areas

ECPACC is structured to deliver on its mandate by performing the following core activities:

- Developing And Promoting Arts And Culture In The Eastern Cape
- Addressing Past Imbalances Within The Arts And Culture Landscape In The Province
- Providing Short-, Medium- And Long-term Funding To Cultural, Arts And Heritage Institutions, Groups, Programmes And Individual Artists
- Assisting Communities, Groups And Individuals To Acquire Resources And Infrastructure For Participation In Art And Cultural Production And Activities.

Priority sectors

ECPACC is focused on supporting the following sectors with funding and related developmental support:

Audio Visual and Interactive Media
Music
Performance and Celebration
Education and Training
Culture and Heritage
Visual Art and Crafts
Design, Creative and technical aspects of the Arts, Culture and Heritage sector

These core areas are strategically supported by the following units:

Administration

Arts development

Creative hubs

Visual arts, crafts and design

Audio visual and film development

3.1.1. Measuring the Impact

Impact statement	**A Province where arts, culture and heritage is unleashed to enhance social cohesion and to stimulate the economic growth potential of the sector.**

3.1.2. Measuring Outcomes

Outcomes	Outcome Indicator (SP)	Baseline	Five-year target
MTDP Priority 1:	**Inclusive growth and job creation**		
A new breed of innovative and self -sufficient Creative Entrepreneurs developed through province wide talent cultivation, identification and development.	Number of high impact and creative entrepreneurship and product development support initiatives rendered to support all arts forms for the benefit of the creatives across the creative cultural industries.	The state of the Cultural and Creative Industries in the Eastern Cape requires the implementation of high impact programmes that can stimulate the growth of the sector. The current programmes have not been able to exhibit the ability to make a meaningful contribution to the growth of the sector. However, with the introduction of the Film Sector Development Programme in 2019, a visible and measurable impact is envisaged. Thus, programmes of a similar scale and magnitude are desirable across art disciplines.	Thirty (30) Access to markets platforms hosted/ attended.
A province-wide promotion of arts and culture supported to create strong and cohesive values.	Number of arts for change and decoloniality programmes implemented.	DSRAC is a statutory custodian and champion of Social cohesion in the province. While this has always been underpinned in ECPACC funding programmes, a need has been identified to develop specific programmes that will focus on strengthening and elevating efforts towards influencing social change and solidarity through arts. These programmes should also aim to lobby the EC government to use arts to change perceptions, challenge inequalities and re imagine a cohesive future of the province through arts engagement. Thus, promoting the importance of creative industries, art and culture within the scope of social change and decoloniality.	5 Arts for Change and Decoloniality Programmes implemented.

Outcomes	Outcome Indicator (SP)	Baseline	Five-year target
MTDP Priority 2:	**Reduce Poverty and tackle the high cost of living**		
Transformation of the sector through the empowerment of indigenous, Previously Disadvantaged and marginalised groups or individuals.	Percentage of funding distributed to beneficiaries giving priority to previously Disadvantaged Individuals (PDIs) and marginalised groups or individuals.	Our records indicate that fewer than anticipated applications are received from PDIs, and rural communities. Furthermore, the current funding approach assumes that all creatives are at the same level of operation. There is a need for a revised funding model that will introduce different funding categories and give priority to rural and marginalised communities.	100% of funding distributed to beneficiaries giving priority to indigenous, Previously Disadvantaged Individuals (PDIs), and marginalised groups or individuals.
MTDP Priority 3	**Build a capable, ethical and developmental state.**		
A properly re-engineered, well governed and well-resourced entity that is resilient and capable of executing its mandate.	Percentage increase in organisational effectiveness and efficiency.	No quantitative baseline data. However, ECPACC has a high-strategic risk profile, which requires repositioning and enhanced corporate governance, in order to achieve its long-term vision and getting maximum output with minimum resources.	100% strategic targets met with least resources.

3.1.3. Explanation of planned performance over the five -year planning period

3.1.3.1. Contribution of outcomes towards the achievement of the Medium-Term Development Plan (MTDP), including the Mandate Paper 2025/26

As an Entity, we adhere to the Medium-Term Development Plan (MDTP) which is a five-year plan of Government of National Unity (GNU) that intends to implement the electoral mandate and NDP Vision 2030 (including PDP, Vision 2030).

Underpinning ECPACC's mandate and work, will be the coordination of social cohesion and nation building programmes (Ch15 of the NDP, "Transforming society and uniting the country) to deliver sustainable, vibrant, cohesive, and safer communities by collaborating with other provincial departments and other partners whilst also meeting distinct needs of communities. This will be realised through an effective collaboration (including cross-functional collaboration), premised on the outcomes-based principles, and include deliberate actions to improve integrated planning, governance, socio-economic development, accelerated service delivery and cohesive communities.

ECPACC has aligned with the MTDP priorities on the following:

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

In the five-year strategy we have also considered the 2025/26 Provincial Mandate Paper, with specific reference to the nine (9) integration programmes.

To deliver on the above national priorities and 9 provincial integration programmes, Vision 2030, the entity will integrate its programs to the identified nine (9) Integration Programmes for priority setting, which serve as the basis for the Provincial Medium Term Development Plan under development. In addition to the Nine Integration Programmes, ECPACC will also take into consideration the other sectors, provincial & local priorities including the Master Plans that are applicable in line with the mandate. ECPACC has taken into consideration, and identified for alignment, the following scenarios as presented by the OTP:

3.1.3.2. The rationale for the choice of the outcome indicators relevant to the respective outcomes.

The rationale underpinning each of the outcome indicators will be discussed separately in the sections below:

(i) Percentage increase in organisational effectiveness and efficiency.

The rationale for selecting the "Percentage increase in organisational effectiveness and efficiency" as the outcome indicator pertaining to the outcome of attaining 'A properly re-engineered, well governed and financially viable entity", is based on the sequential logic that ECPACC needs to reconfigure its operational structure, enhance corporate governance, and strengthen its business processes in order to achieve its long-term vision and getting maximum output with minimum resources. Therefore, specific and verifiable outputs will be determined as per the Annual Operational Plan to ensure that ECPACC is pursuing the right goals and objectives (effectiveness). Simultaneously, ECPACC will figure out how the organisation can be more effective by using fewer resources, as well as less time and less money to achieve the same goal (efficiency).

Furthermore, the relevant indicator complies with the SMART principles as contained in the Guidelines for the Implementation of the Revised Framework for Strategic and Annual Performance Plans, as illustrated in the table below:

Smart principles	Reason for compliance with smart principles
Specific	• The outcome indicator defines a specific percentage target (100%) set to measure expected performance over a five-year period.
Measurable	• The numeric output of "100% strategic targets met with least resources" can be quantitatively and objectively verified through Annual Performance Reports confirming the achievement of Annual targets set in the Annual Performance Plan over a period of 5 years. • All these are measurable as organizational efficiency is time-based and effort-based.
Achievable	• The indicator is achievable as each strategic target shall be broken down into annual targets as per the available budgets and shall be monitored on an on-going and annual basis.
Relevant	• A small entity like ECPACC needs to constantly introspect about how it can maximize the desirable results, using the least amount of money and time in order to be able to analyse the rate of return-on investment. • Therefore, the indicator is extremely relevant in aiding ECPACC to catapult itself towards efficiency given its current financial climate.
Time-bound	• The indicator is time-bound as it is measured annually as part of a legislated regulatory audit process.

(ii) Percentage of funding distributed to beneficiaries giving priority to previously Disadvantaged Individuals (PDIs) and marginalised groups or individuals.

ECPACC has realised a need to decentralise its support to reach out to the outskirts of the province, by ensuring a reasonable percentage would be distributed to rural beneficiaries giving priority to youth, women, people with disabilities and marginalised cultural communities/

communities. The indicator complies with the SMART principles as contained in the Guidelines for the Implementation of the Revised Framework for Strategic and Annual Performance Plans, as illustrated in the table below:

Smart principles	Reason for compliance with smart principles
Specific	• The outcome indicator quantifies the numeric target of 100% fund allocation to previously disadvantaged beneficiaries.
Measurable	• It is measurable as performance is quantitatively calculated as a specific percentage. In addition, this is an annual target, which is based on a once-off funding that is done per year.
Achievable	• The indicator is achievable as it will be guided by the revised funding model, which will introduce separate categories for all levels of operation of potential beneficiaries.
Relevant	• It is extremely relevant as the outcome seeks to balance the skewed distribution of resources between communities and is in line with the objective of redress and building social cohesion.
Time-bound	• The indicator is time-bound as it is measured annually as part of a legislated regulatory audit process

(iii) Number of high impact and creative entrepreneurship and product development support rendered to support all arts forms for the benefit of the creatives across the creative cultural industries.

The rationale for selecting the above indicator pertaining to the outcome of high impact support services being provided to beneficiaries, was selected based on a need to develop an objectively verifiable number of high impact programmes that would stimulate the growth of the cultural and creative sector. These programmes will cut across all recognised domains which include: cultural and natural heritage, performance and celebration, visual arts and crafts, books and press, audio-visual and interactive media and design and creatives services. Additionally, these will include two (2) related domains which include tourism and sports and recreation.

Furthermore, the relevant indicator complies with the SMART principles as contained in the Guidelines for the Implementation of the Revised Framework for Strategic and Annual Performance Plans, as illustrated in the table below:

Smart principles	Reason for compliance with smart principles
Specific	• The outcome indicator quantifies the numeric output as five (30) high impact programmes to be implemented. • These will be further outlined at an operational level through the Annual Performance Plan.
Measurable	• The indicator can be objectively measured as performance is calculated as a specific number which is measurable.
Achievable	• The indicator is achievable as a focus will be placed on adequately planning and packaging at least 1 high impact programme per annum.
Relevant	• It is extremely relevant as it is necessary to introduce programmes that will have a meaningful and measurable impact to the sector.

Time-bound	• The indicator is time-bound as it is measured annually as part of a legislated regulatory audit process and legal compliance process.

(iv) Number of arts for change and decoloniality programmes implemented.

The rationale for selecting the above indicator pertains to the outcome of ‘a province-wide promotion of arts and culture supported to create strong and cohesive values.’ In considering the above, ECPACC’s strategy should clearly articulate and package a compelling case for the use of Arts for Social Change, to use arts to shape the value systems and character of society thereby enabling cultural renewal of society and build social cohesion. This also concerns restoring ubuntu and strengthening social cohesion.

3.1.3.3. Explanation of the outcomes’ contribution to the achievement of the impact

The outcomes stated will jointly and individually contribute towards increasing economic growth, capacity and employment levels in the cultural and creative sectors, while preserving the rich heritage and culture of the Eastern Cape Province.

In this regard, the re-engineering of the organisational structure and brand positioning will create attractiveness for external funding thereby attaining the going-concern status that will ensure that the organisation is able to meet all its resource commitments towards the cultural and creative sectors. The fundraising and investment outcome will drive efforts to diversify the revenue base of the entity towards financial viability.

This will ensure that the entity complies with the ECPACC Act requirement of a 75:25 split of annual allocation in favour of the sector. Thus, through this strategy ECPACC seeks to ensure that optimal resources are focussed on achieving impacts as oppose to supporting disproportional resource allocation to administrative and compliance functions. This ensures optimal resource allocation in the pursuit of high-impact interventions.

Finally, ensuring that high-impact service and thus impact is more evenly distributed across the sector. The focus on a more comprehensive view of the cultural and creative sector will further enhance impact, as it leverages of linkages and economic multi-pliers that exist between domains.

3.1.4. Institutional strategies and approaches

The implementation of entity strategies is underpinned by the following approaches:

Provincial Prioritisation Framework and Mandate Paper (2025/26 focus areas).

Strategic Focus Area: MTDP Priority 1: Inclusive growth and job creation

Development and promotion of cultural and creative industries [Artists Programmes for creative industry support (digital and Manual platforms)

Provincial Integration area/s:		
▪ Inclusive economic growth ▪ Youth development, skills development & training for the economy		
Interventions	**Priority Actions**	**Envisaged partners**
A new breed of innovative and self -sufficient Creative Entrepreneurs developed through province wide talent cultivation, identification and development	• Support a range of cultural and creative sector initiatives to promote a diverse industry through creative accelerator developmental Programme on business and product capacity building initiatives. • Increase economic participation and expand on access to markets both locally, national and international. • To roll out capacity development initiatives that will aim to empower the creatives. Through incubation programmes, master-classes and workshops. Secondly, to support the production of films to create jobs within the value chain.	• ECDC • ECPTA • DSRAC • DPWI • DEADT • Municipalities and COGTA • ECCSSEC • Private Sector
A province-wide promotion of arts and culture supported to create strong and cohesive values.	• Development of audiences through film festivals and partnerships.	• COGTA • Municipalities • NGOs/NPOs

Strategic Focus Area: MTDP Priority area 2: Reduce Poverty and tackle the high cost of living

Provincial Integration area/s:		
• Increase access to funding to transform the sector and ensure effective fund distribution.		
Intervention	**Priority Actions**	**Envisaged**
Transformation of the sector through the empowerment of indigenous, Previously Disadvantaged and marginalised groups or individuals.	• Maximize the impact of outreach Programme. • Promote inclusive enjoyments by conducting outreach Programme.	• COGTA • MUNICIPALITIES • DEDEAT • Cultural Federations

Strategic Focus Area 3: A capable, ethical and developmental state

Provincial Integration Area/s:		
• An increase in organisational effectiveness and efficiency.		
Intervention	**Priority Actions**	**Envisaged partners**

A Review ECPACC Act	• The entity is in a process of revising founding legislation (ECPACC Act). • Align planning with other institutions with similar functions in the province. • Measure the impact through M&E operations and systems will be geared towards ensuring that human capabilities, institutional capacity, and technological platforms deliver on the NDP objectives. • The ECPACC mandate will be aligned to the reviewed Act as soon as the reviewed Act is promulgated.	• OTP • ECSECC • EC PROVINCIAL TREASURY

3.2. Key Risks

Outcome	Key Risk	Risk Mitigation
A properly re-engineered, well governed and well-resourced entity that is resilient and capable of executing its mandate.	• Inadequate financial resources to effectively execute the mandate. • Misalignment of structure to strategy and systems. • Inability to streamline the organisational structure and fund critical posts to strengthen efficiency. • Inadequate systems, policies, processes, procedures.	• Develop a Governance Framework. • Developing a new organisational structure and business processes. • Effectively implement the approved Fundraising and Investment Strategy. • Vigorously mobilise resources. • Skills development through Workplace Skills Plan. • Review critical policies. • Develop sound internal business systems and controls.
Transformation of the sector through the empowerment of indigenous, previously disadvantaged and marginalised groups or individuals.	• Non-availability of clear funding governance framework. • Resistance to change ownership patterns in the industry.	• Develop a reliable, consolidated database of creatives. • Revise funding policy (paying particular attention to funding throughout the value chain and unlocking access to assets). • Influence and support the revision of sector plans.
A new breed of innovative and self-sufficient creative entrepreneurs developed through province-wide talent cultivation, identification and development.	• Limited capacity to provide required high impact support to the sector. • Creating and perpetuating the dependency of artists on ECPACC. • Inability to demonstrate impact and value-addition.	• Establish strategic partners with universities, TVET Colleges and public entities within the cultural and creative sectors. • Capacitate staff, DSRAC staff and stakeholders to provide specialist services. • Increase relevance by quantifying impacts and communicating these to the shareholder and stakeholders.
A province-wide promotion of arts and culture supported to create strong and cohesive values.	• Entrenchment of perceived duplication of roles with DSRAC leading to Rationalization of ECPACC.	• Revise founding legislation (ECPACC Act). • Aligned planning with other institutions with similar functions in the province. • Centralization of project management (double dipping). • Measure the impact through M&E.

PART D

TECHNICAL INDICATOR DESCRIPTION (TID)

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PART D:
TECHNICAL INDICATOR DESCRIPTION (TID)

The following section contains the relevant Technical Indicator Description data relevant to ECPACC.

Indicator Title	Percentage increase in organisational effectiveness and efficiency
Definition	Organisational effectiveness refers to the degree to which predetermined goals are achieved. Highly effective organizations exhibit strengths across five areas: governance and leadership, organizational structure, people, work processes, systems and culture. While Organizational efficiency is the capacity of an organization to produce the desired results with a minimum expenditure of energy, time, money, and human and material resources. Combined these two are concerned about achieving long-term vision and getting maximum output with minimum resources. Therefore, the above variables will be used to measure performance against this indicator. As such the indicator serves as an independent means of measuring whether ECPACC has implemented relevant strategic reforms and improved its governance, business processes towards elevating its performance within least resources and time.
Source of data	Audited Annual Financial Statements containing the audit opinion of the Auditor-General.
Method of Calculation / Assessment	Not applicable
Assumptions	All financial and performance data provided to the Auditor-General is Correct.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Not applicable
Desired performance	100% achievement of the target
Indicator Responsibility	Chief Executive Officer (CEO)

Indicator Title	Percentage of funding distributed to beneficiaries giving priority to Previously Disadvantaged Individuals (PDIs).
Definition	In terms of Section 3 (1) (j) of the ECPACC Act (6 of 2000) the entity isrequired to provide short, medium, long term and once-off funding to cultural, arts and heritage institutions, groups, programmes and individual artists - professional and amateur. The entity has been executing the above mandate by disbursing grants to artists. It has been noted that the existing Funding Policy is outdated and that the funding model is not effective to catapult the growth of the sector. The indicator therefore measures the percentage of funding that will actually be disbursed to artists using a funding model that will be developed to ensure an efficient and transformative fund distribution. The intention of the stated indicator is also to measure whether beneficiaries from the previously marginalised communities such youth, women and people with disabilities are receiving funds. The indicator was chosen as it makes use of data independently audited by the Auditor-General on an annual basis. Thus, increases its relevance, accuracy and reliability

Source of data	Annual Performance Information Report.
Method of Calculation / Assessment	Not applicable
Assumptions	There will be a good uptake from the PDIs in terms of submitting applications for funding.
Disaggregation of Beneficiaries (where applicable)	Beneficiaries will be disaggregated in accordance with categories of PDIs (Youth, Women and People with Disabilities)
Spatial Transformation (where applicable)	Not Applicable
Reporting Cycle	Not applicable
Desired performance	Actual performance that is higher than the targeted performance
Indicator Responsibility	Chief Executive Officer (CEO)

Indicator Title	Number of high impact support programmes rendered to cultural and/or related domains.
Definition	The indicator measures the scope of specialised high-impact services being provided to beneficiaries across arts and culture domains and the scope of high-impact services being provided domains to promote entrepreneurship. High-impact services refer to both technical and/or financial support that is provided to the sector in order to enhance its performance and its capacity towards self-sustenance.
Source of data	Project documentation and reports that explain the span, scope and focus of interventions that are being supported by ECPACC, including Signed Service Agreements (SLA) or agreements with other partners.
Method of Calculation / Assessment	Not applicable
Assumptions	Managers and the implementation team understands full project cycle management and that beneficiaries will appreciate in-kind support as in most cases they prefer only financial support
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Not applicable
Desired performance	Actual performance that is higher than targeted performance is desirable.
Indicator Responsibility	Chief Executive Officer (CEO)

Indicator Title	Number of Arts for change and decoloniality programmes implemented
Definition	The indicator measures the scope of arts for change decoloniality programmes these refer to programmes that seek to promote the use of arts as an instrument/tool to influence social behaviours in the face of a plethora of social ills throughout the country. These programmes will be in a form of dialogues, documentaries, film, awareness and educational, using artistic expressions to lure society. The success of these will largely be based on the ability on community mobilization.
Source of data	Project documentation and reports that explain the span, scope and focus of interventions that are being supported by ECPACC, including Signed Service Agreements (SLA) or agreements with other partners.
Method of Calculation / Assessment	The performance is calculated (qualitatively).
Assumptions	Managers and the implementation team understand full project cycle Management.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annual progress against the five-year target
Desired performance	Actual performance that is higher than targeted performance is desirable.
Indicator Responsibility	Chief Executive Officer (CEO)

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